



REGIONAL MUNICIPALITY
OF **WOOD BUFFALO**

Council Meeting

Jubilee Centre Council Chamber
9909 Franklin Avenue, Fort McMurray

Tuesday, June 22, 2010
6:00 p.m.

Agenda

Call to Order

Opening Prayer

Adoption of Agenda

Minutes of Previous Meetings

1. Regular Meeting – June 8, 2010

Delegations

2. Mr. Ron Fraser, Alberta Transportation re: Parsons Creek (Hwy 686) interchanges
3. Mr. Claude Giroux, Homecoming 2012 Steering Committee re: Homecoming 2012 Events

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

4. Mr. Jeff Fitzner and Mr. Scott Clements, Fort McMurray Airport Authority re: Partnership Proposal

Business Arising out of Presentations

5. Bylaw No. 10/026 - Fort McMurray Airport Authority Municipal Property Tax Exemption Bylaw (3 readings)

Public Hearings and Related Bylaws

6. Abrams Land – Parts of Northwest ¼ 23-89-10-W4M
Bylaw No. 10/014 – Real Martin West Area Structure Plan; and
Bylaw No. 10/015 – Land Use Bylaw Amendment
 - Public Hearing
 - Consideration of 2nd and 3rd readings
7. Bylaw 10/011 – Closure of Undeveloped Road Allowances
 - Public Hearing
 - Consideration of 2nd and 3rd readings

Bylaws

8. Bylaw No. 10/018 - Land Use Bylaw Amendment - Sand and Gravel Operation (1st reading)

Reports

9. Wood Buffalo Regional Economic Development Strategy
10. Regional Municipality of Wood Buffalo 10 Year Plan to End Homelessness Funding Allocation
11. Wood Buffalo Volunteer and Information Centre Funding Allocation for 2010 Operations
12. Snow Clearance Policy 2010 – PRL 150
13. Capital Budget Amendment – Heavy Equipment Additions 2010
14. 2010 Capital Budget Amendment – Accommodation Master Plan Initiatives

15. Notice of Motion – Scheduling of Joint Workshop re: Clarity and Accountability Policy
16. Notice of Motion – Developing Performance Measures for Organizational Restructuring
17. Notice of Motion – Reopening of 2010 Operating Budgets
18. Notice of Motion – Proposed Transfers to Operating Reserve
19. Notice of Motion – Development of Budget Variance Policy
20. Notice of Motion – Whistle Blower Legislation
21. Notice of Motion – Disclosure and Recording of Lobbying Initiatives
22. Notice of Motion – Quarterly Reports – Executive Advisor to the Mayor
23. Notice of Motion – Creation of Office of the Ombudsman
24. Notice of Motion - Truck Stop and Staging Area

New and Unfinished Business

Updates

- Mayor's Update
- Reporting of Councillors on Boards and Committees
- Administrative Update

Adjournment



REGIONAL MUNICIPALITY
OF WOOD BUFFALO

Request To Make A Presentation At A Council Meeting Or Public Hearing

Requests to make a public presentation must be received by 12:00 noon on the Wednesday immediately preceding the scheduled meeting/hearing. *Presentations are a maximum of 5 minutes in duration.* Additional information may be submitted to support your presentation.

CONTACT INFORMATION

Name of Presenter:	Alberta Transportation - Ron Fraser
Mailing Address:	
Telephone Number:	Day) If we cannot confirm your attendance, your request may be removed from the Agenda.
E-Mail Address (if applicable):	

PRESENTATION INFORMATION

Preferred Date of Presentation:	June 22, 2010
Topic:	Parsons Creek (Hwy 686) Interchanges
Please List Specific Points/Concerns: If speaking at a Public Hearing, clearly state your support or opposition to the bylaw along with any related information:	1. To provide an update to Council on the functional plan, preliminary and detailed design for two interchanges along future Highway 686 that will provide access to the Parsons Creek subdivision west of the planned Highway 63/686 Interchange.
Action Being Requested of Council:	For Information only

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

Please return completed form, along with any additional information, to:

Chief Legislative Officer
Regional Municipality of Wood Buffalo
9909 Franklin Avenue
Fort McMurray, AB T9H 2K4
Telephone: (780) 743-7001
Fax: (780) 743-7028

Please Note: All presentations are heard at a public meeting; therefore, any information provided is subject to FOIP guidelines and may be released upon request.

Highway 686 – Parsons Creek East and West Interchanges

June 22, 2010

Key Points

- ISL Engineering and Land Services was retained by Alberta Transportation in March, 2010 for functional planning, preliminary design and detailed design
- Project includes two interchanges along Highway 686 west of the planned Highway 63/686 interchange to provide access to the proposed Parsons Creek Subdivision

Key Points (cont.)

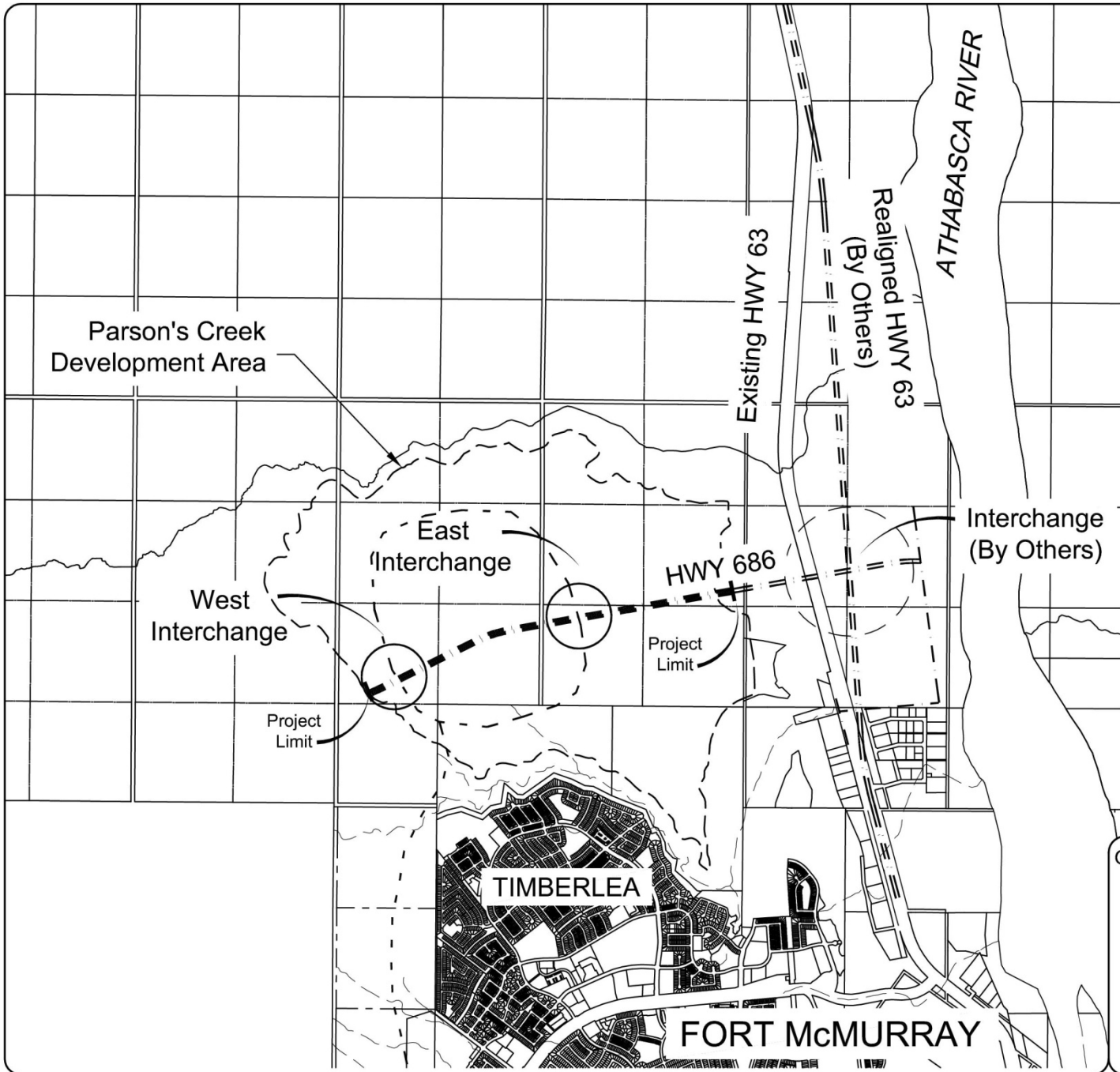
- East interchange will not be staged; first stage of west interchange will be an at-grade signalized intersection
- Functional plans were developed in consultation with Alberta Transportation, Alberta Housing and Urban Affairs, Regional Municipality of Wood Buffalo, and the Oil Sands Secretariat (Technical Review Committee).

Key Points (cont.)

- Traffic requirements are a function of projected land use for Parsons Creek Subdivision, as well as estimated travel mode characteristics, and peak period travel patterns.
- In the PM peak hour, the Parsons Creek Subdivision will produce about 8100 vehicle trips at full development. About 72% of these vehicles will use the east interchange. In AM peak hours, between 3000 and 5500 trips are generated, with about 75% using the east interchange.

Key Points (cont.)

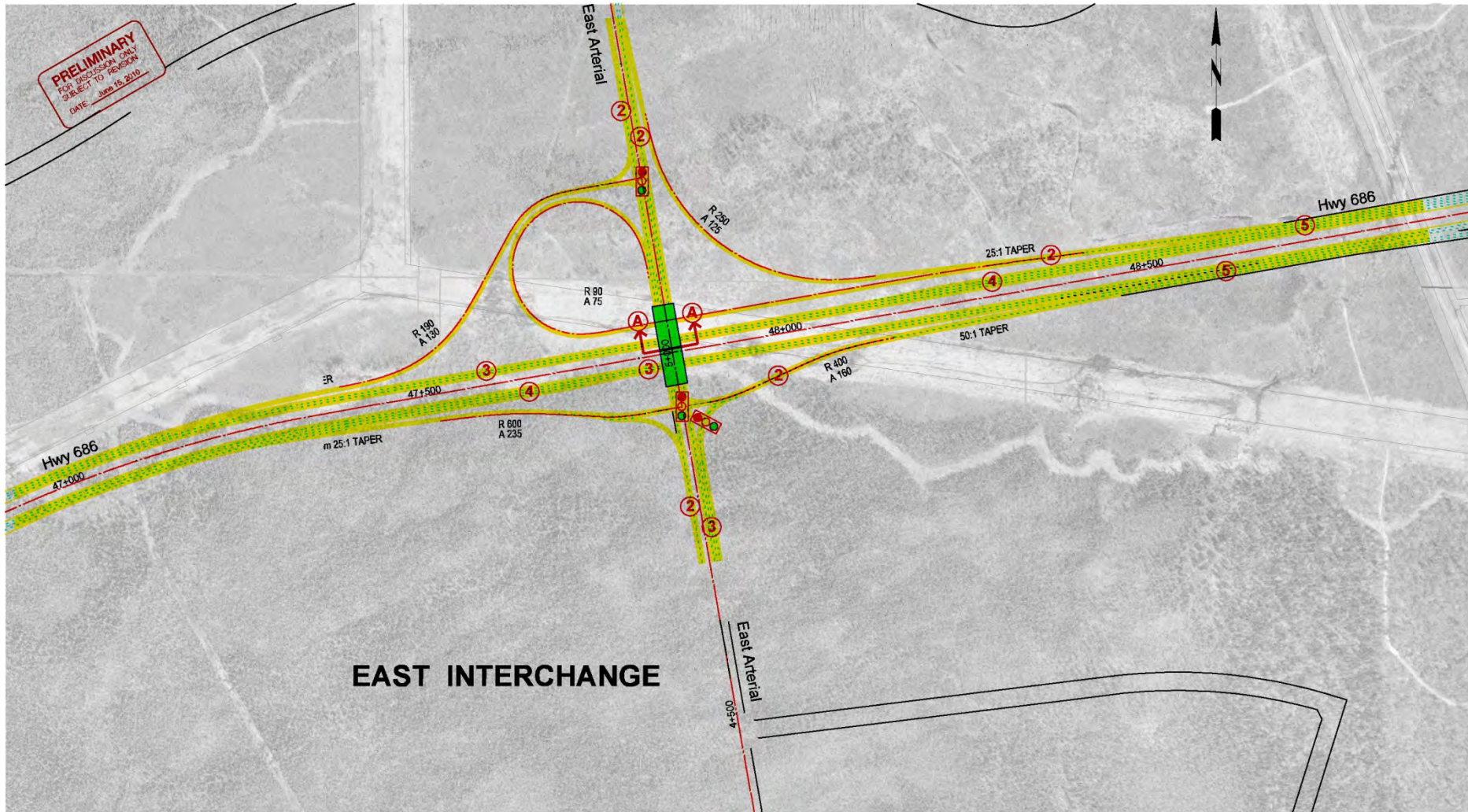
- Several options were considered before the selection of the preferred plans, which have been accepted by the Technical Review Committee.
- Highway 686 will be free flow through the subdivision at full development stage.



GOVERNMENT OF ALBERTA
HIGHWAY 686

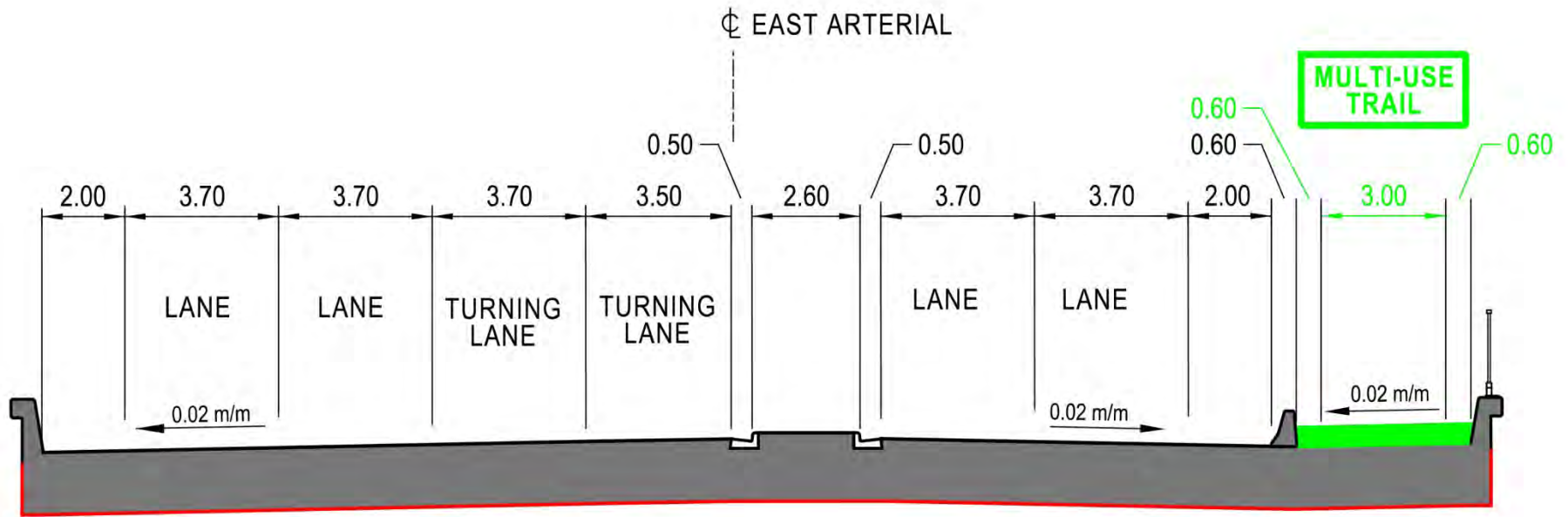
INTERCHANGES

Highway 686 – Parsons Creek East Interchange



Highway 686 – Parsons Creek West Interchange





EAST ARTERIAL BRIDGE SECTION CROSSING HWY 686 (A) (A)

LOOKING NORTH
STAGE 1 AND LONG TERM STAGES

Next Steps

- Preliminary design for the roads, bridges and utilities
- Public Information Session – September 2010
- Construction to begin in 2011 with completion projected in 2014

Questions?



REGIONAL MUNICIPALITY
OF WOOD BUFFALO

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CONTACT INFORMATION

Name of Presenter:	HOMECOMING 2012 STEERING COMMITTEE
Mailing Address:	
Telephone Number:	(Day) If we cannot confirm your attendance, your request may be removed from the Agenda.
E-Mail Address (if applicable):	

PRESENTATION INFORMATION

Preferred Date of Presentation:	JUNE 22
Topic:	HOMECOMING 2012 COMMUNITY EVENTS
Please List Specific Points/Concerns: If speaking at a Public Hearing, clearly state your support or opposition to the bylaw along with any related information:	1. LOCAL ORGANIZATIONS ORGANIZING COMMUNITY REUNION EVENT; PROVIDING INFO ON EVENT FOR 2. COUNCIL REVIEW. 3.
Action Being Requested of Council:	ACCEPT INFORMATION

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

Please return completed form, along with any additional information, to:

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Regional Municipality of Wood Buffalo
9909 Franklin Avenue
Fort McMurray, AB T9H 2K4
Telephone: (780) 743-7001
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REGIONAL MUNICIPALITY
OF WOOD BUFFALO

Request To Make A Presentation At A Council Meeting Or Public Hearing

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CONTACT INFORMATION

Name of Presenter:	Jeff Fitzner and Scott Clements
Mailing Address:	
Telephone Number:	If we cannot confirm your attendance, your request may be removed from the Agenda. (Cell)
E-Mail Address (if applicable):	

PRESENTATION INFORMATION

Preferred Date of Presentation:	22 June, 2010
Topic:	Partnership Proposal for the Fort McMurray Airport Authority
Please List Specific Points/Concerns: If speaking at a Public Hearing, clearly state your support or opposition to the bylaw along with any related information:	<ol style="list-style-type: none">1. The newly formed Airport Authority requests a partnership arrangement with the RM in order to meet its purposes as an Airport Authority. We are requesting a revenue neutral transition from Commission to Authority with respect to taxation.2. We propose a bylaw that would reflect this partnership.3. Recognizing the not-for-profit status of the Airport Authority, along with its capacity as an economic generator for the Region, it is proposed that only the provincial (School) portion of the taxes be paid by the Authority, along with the Seniors' portion.
Action Being Requested of Council:	Pass an appropriate bylaw as a Partnership Arrangement to promote the vitality of the Fort McMurray Airport Authority. As timing is critical, request that three readings be done on the 22 nd of June.

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

Please return completed form, along with any additional information, to:

Chief Legislative Officer
Regional Municipality of Wood Buffalo
9909 Franklin Avenue
Fort McMurray, AB T9H 2K4
Telephone: (780) 743-7001

Going Forward Together

Brief to City Council

Jeff Fitzner

Chair Fort McMurray Airport Authority

Scott Clements

CEO Fort McMurray Airport Authority

Mission

*We are responsible **stewards of our airport**, achieving superior performance in the conduct of safe, secure, effective and efficient operations. Our airport businesses **contribute significantly to the economy of both the Region and the Province.***

Vision

*We are **Canada's Premier Regional Airport**, connecting the World to Fort McMurray's Oil Sands and Northern Lights.*

Long Term Goals

- 1. To be high a performance organization*
- 2. To complete the airport redevelopment*
- 3. To grow the businesses*
- 4. To foster excellent relationships*

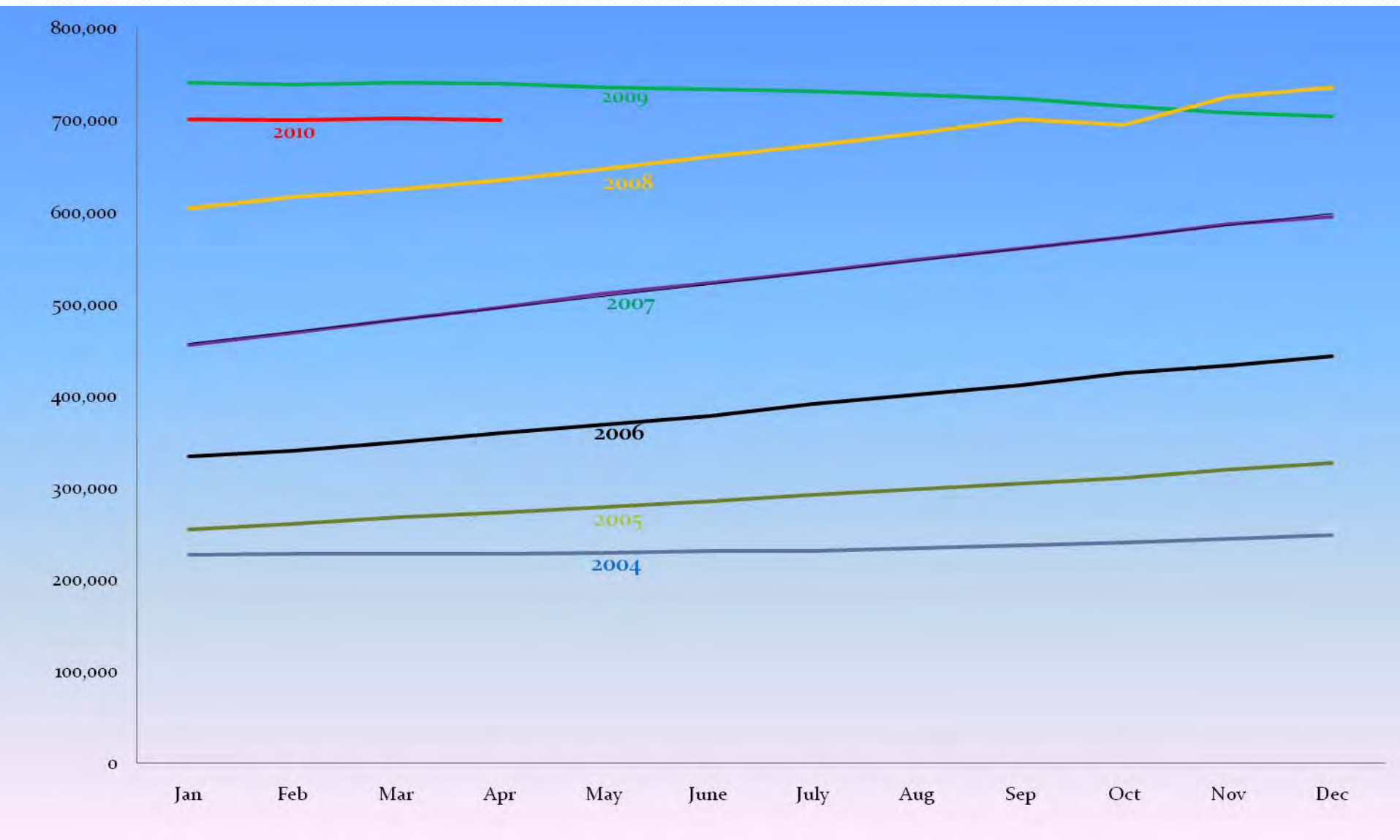
Board of Directors

- Jeff Fitzner – FM Chamber of Commerce - Chair
- John Coyne – RMWB
- Jock Howard - RMWB
- Jon McKenzie – Oil Sands Development Group
- Mildred Ralph – FM Chamber of Commerce
- Sheldon Schroeder – Oil Sands Development Group
- Peter Wallis - At Large Airport and Airline experience
- Roxanne Wells-Devaney - CUPE
- Roy Williams – RMWB
- At Large - TBA

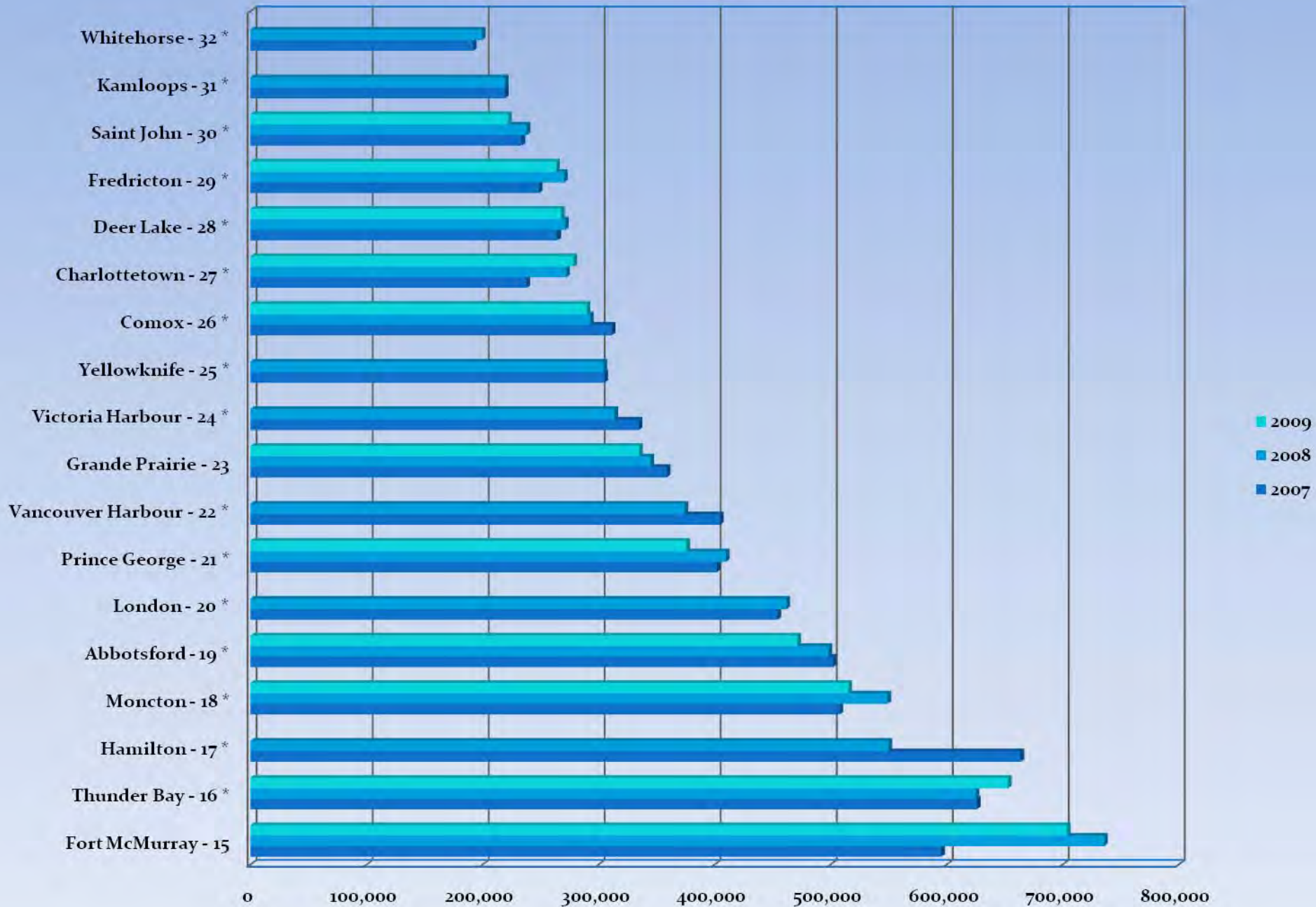
Management Team

- CEO – Scott Clements
- COO – Sally Warford
- CFO – Ter Hamer
- Business Development – Jim Meyer (Jacobs)
- Project Management – Bruce Ferguson (Stantec)
- Engineering – Brad Pryde (PSMI)
- Architects – Steve McFarlane (MGB)
- Legal Counsel – Ron Odynski (Ogilvie LLP)

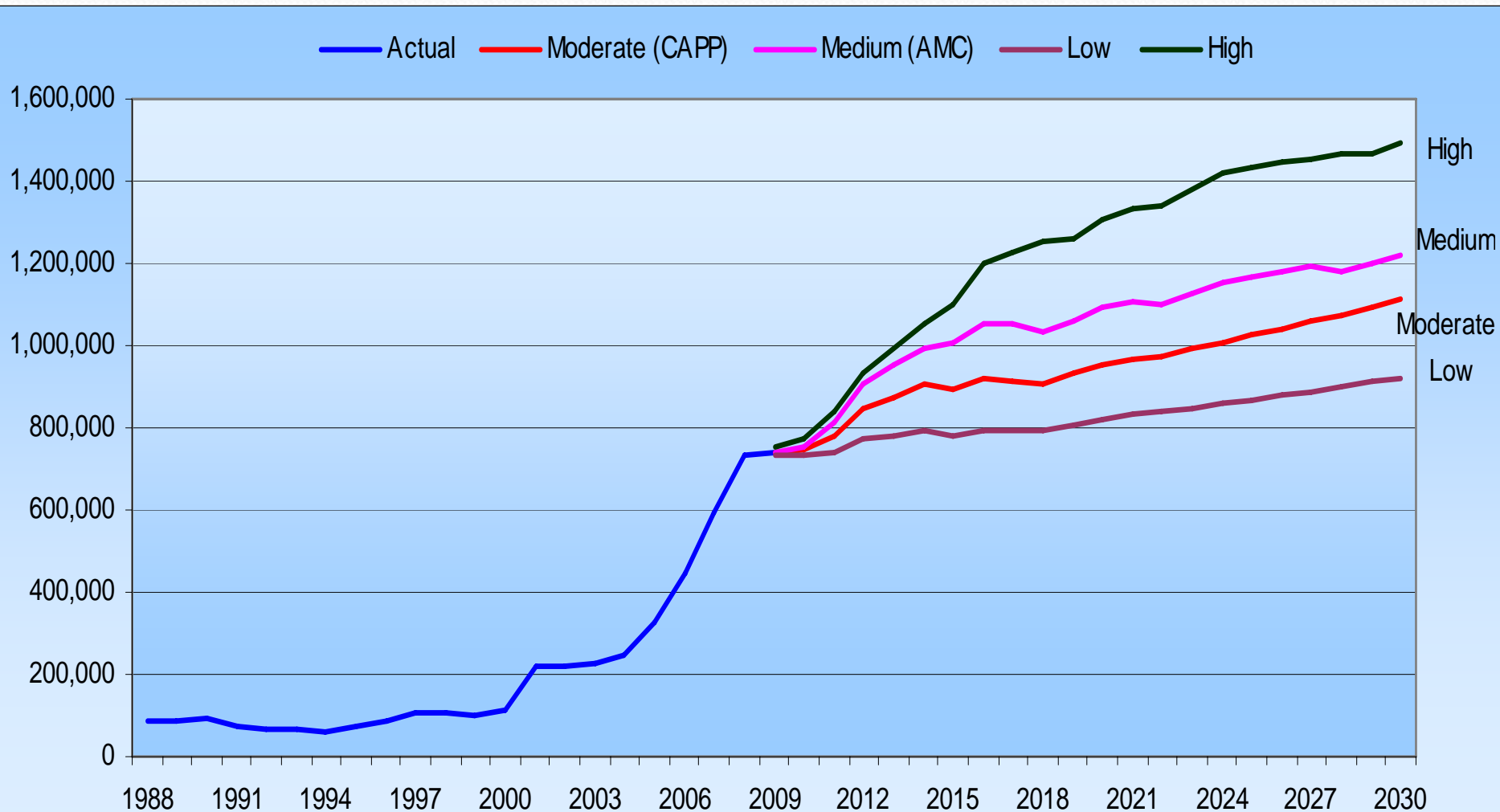
Passenger Count – 12 month



Airports < 1 Million Passengers



Growth Projection 2010



Major Capital Project

The right plan for the future

Taxation Issue

- Converting to Authority from Commission incurs very significant taxation
- The amount of taxation simply does not work in our financial model
- Without significant modification we would have to revert to Commission status
- We are a not-for-profit economic generator for the Region
- We propose a long term partnership agreement via a special Bylaw that would have only the Provincial Tax and Seniors levy payable
- Timing of the Bylaw is critical in order to keep on track with our plans for the new facilities

Going Forward Together

?? Questions ??

Jeff Fitzner
Chair Fort McMurray Airport Authority

Scott Clements
CEO Fort McMurray Airport Authority

**Subject: Bylaw No. 10/026 - Fort McMurray Airport Authority
Municipal Property Tax Exemption Bylaw****APPROVALS:**

Kelly Kloss, Chief Administrative Officer (Interim)

Administrative Recommendation(s):

1. THAT Bylaw No. 10/026, being the Fort McMurray Airport Authority Municipal Property Tax Exemption Bylaw, be read a first time.
2. THAT Bylaw No. 10/026 be read a second time.
3. THAT Bylaw No. 10/026 be considered for third reading.
4. THAT Bylaw No. 10/026 be read a third and final time.

Summary:

The transition of the airport lands, the Fort McMurray Airport Commission (“the Commission”) and the latter’s assets to the Fort McMurray Airport Authority (“the Authority”) was intended to:

1. provide enhanced flexibility and effectiveness to the governance and operations of the Fort McMurray Regional Airport without introducing new financial obligations that would negatively impact either that flexibility or the Authority’s viability and competitiveness; and
2. free the Municipality from obligation or liability with regard to securing the loans required for the airport’s expansion and/or airport operations.

Because the airport is now an Authority and no longer a subsidiary of the Municipality, its assets are subject to municipal assessment consistent with the *Municipal Government Act* (MGA), subject to the exceptions of Section 298(1)(x), and the resulting payment of property taxes. This introduces a significant new financial liability that is contrary to Council’s original intention that the transition to an Authority be, as much as possible, revenue neutral for both parties.

It is within Council’s authority to remedy this significant new financial obligation by exempting the Authority from paying municipal property taxes under the MGA, Section 364(1). The Authority has asked that the Municipality resolve the taxation issue prior to the transfer of the Commission and its assets, and land from the Municipality, to the Authority.

Background:

The airport assets were transferred at no cost to the Municipality from the Government of Canada following the launch of the federal *National Airports Policy* in 1994. In 1999 the Municipality created the Fort McMurray Regional Airport Commission. In early 2009 the Municipality and the Commission petitioned the Province of Alberta to become an Airport Authority under the *Regional Airports Authority Act* (RAAA) to better facilitate the proposed Airport expansion and to eliminate the Municipality's exposure to any obligation or liability in connection with Airport expansion and Airport operations.

On July 14, 2009 Council approved resolution 09-193 to transfer the Airport's assets to the Authority.

THAT all assets, land and buildings associated with the operation and maintenance of the Fort McMurray Airport be transferred for a nominal charge to the Fort McMurray Airport Authority upon its formation.

Subsequently, Cabinet approved formation of the Authority by Order-in-Council on December 1, 2009.

The "nominal charge" of resolution 09-193 is consistent with the "no cost" transfer of assets from, first, the federal government to the Municipality, and, second, the Municipality to the Commission. However, it soon became apparent that the transfer of airport assets to an independent Authority was accompanied by a legal obligation to pay municipal property taxes, which is counter to Council's goal that the asset transfer be revenue neutral to both parties.

Exemption from Taxation

MGA Section 298 (1)(x) lists non-assessable airport improvements, *e.g.* runways, paving, roads and sidewalks, *etc.*

MGA Section 362(1)(o) exempts from taxation property that is:

- (i) owned by a municipality and used solely for the operation of an airport by the municipality, or
- (ii) held under lease, license, or permit from a municipality and used solely for the operation of an airport by the lessee, licensee or permittee.

These exemptions are not extended to airports established as authorities. However, Council does have the authority to exempt non-profit organizations from the payment of property taxes as set out in Section 364(1). Airports as a land-use category that are owned by a municipality or operated on lands leased by a municipality to a third-party are exempt from municipal taxation; such lands are not exempt when operated by an Authority, notwithstanding that the airport

continues to serve the public interest and is, by statute, a non-profit enterprise. The bylaw proposed to Council resolves that contradiction.

Practices by other Alberta local governments

Other local governments in Alberta have approved mitigation measures to help their regional airports address municipal property taxes.

- The Red Deer Regional Airport Authority receives from Red Deer County an “annual grant equivalent to 65 percent of the annual municipal property taxes” up to \$200,000.
- The Edmonton International Airport negotiated an agreement with the County of Leduc such that its municipal property taxes are calculated on the basis of the actual use of its terminal facilities, *i.e.* if the passenger load was 50 percent of capacity, its assessment would be equal to 50 percent of the replacement value of the building.

In both cases, the host municipality has attempted to find a solution to enhance the financial viability of its airport facilities that is consistent with the exemption provisions permitted municipal airports that are not authorities.

Regional Municipality of Wood Buffalo’s Best Option

The Municipality’s outside legal counsel, Reynolds, Mirth, Richards & Farmer LLP, advises that the above arrangements are open to legal challenge. RMRF suggests that Council could achieve the same objective by adopting a bylaw to exempt the Authority from some or all municipal property taxes as a *non-profit organization*, in accordance with MGA Section 364(1).

A council may by bylaw exempt from taxation under this Division property held by a non-profit organization.

The MGA defines a non-profit organization in Section 241(f) as follows.

Non-profit organization means

- (i) a society, credit union or co-operative established under a law of Canada or Alberta
- (ii) **a corporation that is prohibited from paying dividends to its members and distributing the assets to its members on a winding up** [emphasis added], or
- (iii) any other entity established under a law of Canada or Alberta for a purpose other than to make a profit

Further, Section 22(2) of the RAAA mandates the non-profit status of all airport authorities.

An authority shall not operate for profit and shall apply all its surpluses toward promoting its purposes.

Proposal to Council

The newly formed Airport Authority requests a revenue neutral transition from Commission to Authority with respect to taxation. Administration recommends a bylaw be written to exempt the Authority due to its non-profit status.

It is important to note the proposed bylaw upholds the revenue neutral principle behind the transfer with respect to the Municipality. The Authority would pay only the property taxes associated with the requisitions for seniors and education. The Authority has consented to pay these portions with the municipal property tax.

Alternatives:

1. Require that the Authority pay its full municipal property taxes

The Authority's current tax liability of approximately \$1.4 Million, based on 2010 property tax rates for the rural non-residential class, is a disproportionately high ratio of the Authority's operating budget of approximately \$10 Million. To pay municipal property taxes, the Authority would likely have to raise fees to airlines and other customers to generate additional revenue in this amount, which could have a negative impact on those same airlines' willingness to provide service to the Wood Buffalo region.

2. Enter into a contractual agreement with the Authority

Council could pursue some sort of contractual agreement with the Authority similar to those entered into by the municipal councils of Leduc County and Red Deer County. However, such an agreement would be more logistically complicated than the proposed bylaw, *e.g.* what proportion of property tax would be subject to the agreement under what methodology and for what term, subject to legislative limitations.

The Municipality's outside legal counsel also advises that the Authority is, by statute, responsible to operate the airport. To have the Municipality pay the Authority to discharge its statutory responsibility could leave the agreement subject to being set aside by the courts. There is a corresponding risk that a court could hold an agreement to pay the Authority an amount somehow connected to its taxes to operate the Airport as an attempt to circumvent Section 327(1), which permits cancellation or refund of all or part of a tax in any year.

3. Cancellation or refund of 2010 municipal tax levy

A Council can cancel or refund all or part of a tax in any year under Section 327(1) of the MGA but it cannot enter into an agreement to provide for cancellation or refund of tax in future years.

Budget/Financial Implications:

The financial implications to the Municipality are negligible. At present, the Municipality does not collect property tax revenue from the Commission. If the bylaw were passed, the Municipality still would not collect such revenue from the Authority, aside from that associated with the requisitions for seniors' and education as specified in the annual tax rate bylaw.

Rationale for Recommendation(s):

As above, Council’s intent behind the transition to an Authority was always that it be ‘revenue neutral’ for both parties. Adopting a bylaw provides clarity for both parties, addresses the concerns of the Authority prior to assuming ownership of airport assets from the Commission and land from the Municipality, and ensures that taxpayers do not assume any liability on behalf of the Authority for either its “education or seniors’ tax” obligations.

Council should conclude the matter as quickly as possible, as the Authority is presently operating the Airport on land owned by the Municipality with assets owned by the Commission, which presents a risk to both the Municipality and the Authority.

Attachments:

1. Bylaw No. 10/026
2. Fort McMurray Airport Authority submission, “A Partnership Plan to Promote the Growth of the Fort McMurray Airport,: June 2010.

BYLAW NO. 10/026

BEING A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO EXEMPT THE LANDS WHICH COMPRISE THE FORT MCMURRAY AIRPORT FROM THE PAYMENT OF MUNICIPAL PROPERTY TAXES

WHEREAS Section 364 of the *Municipal Government Act*, R.S.A. 2000, c.M-26 as amended, provides that a Council may pass a bylaw to exempt a non-profit organization from the payment of municipal property taxes;

WHEREAS pursuant to Section 22(2) of the *Regional Airport Authorities Act*, R.S.A. 2000, c. R-9 as amended, the Fort McMurray Airport Authority is prohibited from operating for profit and must apply all its surpluses towards promoting its purposes and is, therefore, a non-profit organization;

AND WHEREAS Council intended that the transfer of the operations, lands and assets that comprise the Fort McMurray Regional Airport by the Fort McMurray Regional Airport Commission and the Regional Municipality of Wood Buffalo to the Fort McMurray Airport Authority would not result in the imposition of additional property taxes against the lands and improvements that comprise the Fort McMurray Regional Airport;

AND WHEREAS Council is of the view that it is in the best interests of the Regional Municipality of Wood Buffalo and its residents that the certain assessable property held by the Fort McMurray Airport Authority be exempt from taxation as specified;

NOW THEREFORE, the Council of the Regional Municipality of Wood Buffalo, in the Province of Alberta, duly assembled, hereby enacts as follows:

Purpose

1. The purpose of this bylaw is to exempt certain assessable property held by the Fort McMurray Airport Authority from the payment of the municipal portion of municipal property taxes.

Short Title

2. This Bylaw shall be cited as the Fort McMurray Airport Authority Municipal Property Tax Exemption Bylaw.

Terms

3. The assessable property held by the Fort McMurray Airport Authority at the Fort McMurray Airport shall be exempted from the payment of municipal property taxes.
4. The Fort McMurray Airport Authority shall remain responsible for payment of its portion of the seniors' requisitions as per the annual property tax bylaw and for the payment of

municipal property taxes on property owned by the Fort McMurray Airport Authority which is not located at the Fort McMurray Airport.

5. The Fort McMurray Airport Authority shall remain responsible for payment of its portion of the Alberta Education Property Tax requisition as per the annual property tax bylaw.
6. This Bylaw shall become effective when it receives third and final reading and has been signed by the Mayor and Chief Legislative Officer.

READ a first time this _____ day of _____, A.D. 2010.

READ a second time this _____ day of _____, A.D. 2010.

READ a third and time this _____ day of _____, A.D. 2010.

SIGNED and PASSED this _____ day of _____, A.D. 2010.

Mayor

Chief Legislative Officer



FORT McMURRAY AIRPORT AUTHORITY

A Partnership Plan to Promote the Growth of the Fort McMurray Airport

- to -

REGIONAL MUNICIPALITY OF WOOD BUFFALO

June 2010

TAKING PRIDE IN OUR AIRPORT

1.0 THE ISSUE

With the transition of the Airport Commission, incorporated under Part IX of the *Alberta Companies Act*, to an Airport Authority incorporated under the *Regional Airports Authorities Act*, it is the intent of the Regional Municipality (RM) to transfer ownership of the airport assets to the Authority. The land and improvements then, by law, become subject to assessment and property taxation.

It is projected, based upon the known assessment and mill rate, that the amount that would have been paid by the Authority in property tax in 2010 would have been about \$1.4 million, a significant increase over the \$60,000 “payment in lieu of taxes” made by the Commission to the RM in previous years. The annual property tax payment may also be reasonably expected to increase in subsequent years as the facilities expand and are upgraded.

The Airport Authority agrees there are many valid reasons for the transition to the Authority, not the least of which is that such conversion enables the Authority to borrow directly from the Alberta Capital Finance Authority without requiring the RM to provide security for such a loan. However, the Authority argues that the change in status should be both revenue-neutral for the RM and not inadvertently create a financial burden for the Authority. The business model without mitigation is simply not sustainable. A special arrangement is considered necessary to promote the continued growth of the airport for the benefit of all in the region.

2.0 INTRODUCTION

Following the launch of the National Airports Policy in 1994, the RM assumed ownership and management of the Fort McMurray Airport and, in 1999, created the Fort McMurray Regional Airport Commission (FMRAC). The Airport Commission and the municipality successfully petitioned the Province of Alberta to become an airport authority under the *Regional Airports Authority Act*, achieving incorporation on December 1, 2009.

The Fort McMurray Airport (hereinafter referred to as “YMM”) consists of 523ha of land. It operates with a single runway, which was expanded from 1,829 m to 2,286 m in 2007. The Airport currently has a 2,950 m² air terminal building which was constructed in 1986.

The current Air Terminal Building is significantly undersized to meet existing and projected passenger demand, but is constrained from growing by adjacent development. Parking facilities, access roads and municipal services are also limited. All airport land currently accessible is occupied and the demand for new development is significant. Airside, the apron, de-icing, cargo and baggage handling facilities are limited. In review, it was determined that the least expensive, least disruptive, and much preferable option to address these issues would be a “greenfield” site development, meaning a completely new Air Terminal Building to the south of the existing runway. Notwithstanding that this development is the best option, expansion also brings significant added cost, particularly with regard to the new civil works necessary to open up the new site.

Because the airport lands have been owned by the RM, YMM made an annual payment of \$60,000 “in lieu of taxes,” based upon a similar payment made to the RM by the Government of

Canada once the RM assumed ownership of the airport assets in 1999. With the change to an Airport Authority and the sale of airport lands and improvements to the Authority, the Authority will be assessed and taxed by the RM at market value.

3.0 MUNICIPAL POSITION

The 2009 assessment, as identified on the Municipal Assessment Roll, is \$68,614,130.00. Assessment and taxation are provincially regulated, in that both lands and buildings will become taxable when turned over to the Authority, except airside surface improvements and municipal utilities.

The Airport falls into the Rural/Non-Residential taxation class. The mill rate for 2010 for this class is .0239008, including school districts and seniors' facilities. Should the Airport Authority be required to pay property tax for the 2010 calendar year, the amount is estimated at \$1,440,149.

Further, the Authority is in the process of design for a new air terminal building, estimated in the range of \$150 million, which could easily take the contemplated property tax over \$4 million annually.

4.0 FINANCIAL CONSIDERATIONS

The 2010 Operating Budget for the Airport Authority is basically \$10,000,000.¹ The capital improvements are separate and distinct from the annual operating budget and will be recovered from the Airport Improvement Fee, which is currently set at \$20/enplaning passenger.

A new payment of \$1.4 million for property taxes on a \$10 million annual operating budget is not sustainable. It is even less sustainable in consideration of the proposed airport expansion, which could push property taxes above 40% of the total operating budget. In order to realize acceptable transfer of airport assets from the RM to the Authority, a long range partnership arrangement is essential that acknowledges the public service performed by the Airport Authority on behalf of the entire region. Failure to secure certainty for the long term in this regard simply negates the viability of the airport authority model.

5.0 LEGISLATIVE CONSIDERATIONS

The Province establishes rules for property **assessment** for municipalities, providing that each municipality **must** prepare annually an assessment for each property in the municipality, except linear property, airside and public utility facilities.²

The Province also establishes rules for property **taxation** for municipalities, providing that each municipality **must** prepare a tax roll annually.³ A municipal council may make a tax agreement to enable an annual payment in lieu of taxes under Section 333 with an assessed person who

¹ Fort McMurray Airport Authority 1st Quarter Report, presented to the May 14th Board Meeting

² *Municipal Government Act*, C26 RSA, PART 9, S. 285 and 298

³ *Municipal Government Act*, C26 RSA, PART 10, S. 327 and 333

occupies or manages the **municipality's** property, including property under the direction, control and management of (i) the municipality, or (ii) a non-profit organization that holds the property on behalf of the municipality. Properties owned by a municipality and used solely for the operation of an airport by the municipality, or held under a lease from a municipality and used solely for the operation of an airport by the lessee, are eligible. Unfortunately, converting the Airport Commission to an Airport Authority creates an independent, not-for-profit organization, albeit one that performs a public service, that is ineligible for the special consideration afforded airports owned and operated by municipalities or operated by a third-party on lands leased from a municipality.

5.1 Tax Agreement Not Available

An Airport Authority cannot enter into a Payment In Lieu of Taxes Agreement with the RM because the land and improvements are expected to be transferred to the Authority. The transfer of ownership is required to establish the equity against which the Authority may borrow from the Alberta Capital Finance Authority. The RM cannot legally waive or exempt the Authority in this circumstance.

The full impact of tax implications associated with the transfer of the ownership of airport assets was clearly not known when negotiations began to create the Airport Authority.

5.2 Ownership vs. Lease

One could argue, then, that it would not be fiscally prudent for the Airport Authority to assume ownership of the property and improvements of the airport from the RM due to the tax liability it would assume. The Authority, however, requires ownership of the airport assets, or a lease of the assets, to qualify to borrow the quantum of funds necessary to construct the proposed Southfield Airport Terminal Building and the Airport Commercial/Industrial Park.

A lease of Airport Assets to the Authority by the RM may be considered, but that was not the original intent and may intrude on that "hard veil" the RM is looking for to completely separate itself legally from the Airport. It will also undoubtedly impact the rating assigned by the Standard and Poor's Rating Agency, which will be important in our ability to qualify to borrow from the Alberta Capital Finance Authority.

5.3 Provision of a Municipal Grant

There is precedent where other municipalities home to a National or Regional Airport have recognized the economic value of an airport to their success and have provided a grant to the Airport Authority that mitigates the amount of tax the Authority would be required to pay⁴ Red Deer County used Section 248 of the *Municipal Government Act* to provide an annual operating grant to the Airport Authority comparable to 65% of annual taxes. So, rather than enter into a tax agreement, Red Deer County has made the grant to the Authority a line account in its operating budget.

⁴ Red Deer Regional Airport Authority/ County of Red Deer

Other Airport Authorities occupying a federal lease have other legislative alternatives not available to a municipal airport and have moved to a “per-passenger” assessment to recognize the benefit of a growing airport to the Region.

5.4 Purchase of Service

In Alberta, a municipality may enter into general business or proprietary contracts pursuant to its natural person powers but, despite that, a municipality may not enter into an agreement that will bind future councils as to legislative decisions, such as the taxing power. In short, the RM could not enter into a long-term agreement with the Fort McMurray Airport Authority to provide ongoing tax exemption, but it could enter into an agreement to purchase a service from the Airport Authority.

The Airport Authority has commenced the planning for a new 13,900 m² Air Terminal Building with a critical ‘go/no go’ decision to be made in November of this year. The new airport will be built with the community in mind. It is the right building at the right time for this growing community, and will include space and facilities to accommodate a growing number of passengers, new parking, and other amenities to meet our unique needs.

Passenger traffic has risen significantly since 2003 and now exceeds 700,000 passenger movements/year. The accelerated growth results in saturation at peak times and, as a result, the Airport Authority is looking at interim improvements to make travel more convenient until our new terminal is open.

The Fort McMurray Airport plays an essential role in the economic growth of the Athabasca Oil Sands and the Regional Municipality of Wood Buffalo, soon to service the needs of more than one million travelers each year. This is the service that would be contracted on a multi-year basis from the Airport Authority.

5.5 Bylaw

In discussion with RM administration it was revealed that there is a provision in the *Municipal Government Act* for a Municipality to pass a bylaw in this situation. The bylaw would in this case be similar to the ‘purchase of service’ option outlined above in that it would acknowledge the key economic generation role of the airport and its not-for-profit status. It would, in return for the services provided by the Airport Authority in its purposes, excuse the municipal portion of taxes in any given year.

6.0 SUMMARY OF THE ISSUE

The Fort McMurray Airport has been financially independent since its inception as a Commission in 1999. In fact, the RM and the Commission agreed self-sufficiency should form an important part of the Airport Mission Statement.

The Airport Authority has no interest in deviating from that position and, even with an ambitious capital expansion planned, believes the airport is financially sound. The threat to solvency arises from new taxable status to be imposed by the RM due to a transfer of ownership of land and improvements. The Authority does not believe that revenue

generation was the intent of the RM and, in fact, expects the conversion to be revenue neutral.

The sound operation and expansion of the Airport are critical to the growth of the Region and its economy.

We do propose that we pay tax at least in the amount that would cover the Education and Seniors' portions of the taxation. This amount would allow a viable business model for the long term in Fort McMurray for an Airport Authority.

7.0 THE "ASK" ... A broadly based Partnership for economic generation.

The Authority proposes that the RM and the Authority enter into a partnership agreement that the Authority continue to grow the airport as the gateway to the Region and that the RM enact a bylaw that would, in return for airport services provided by this not-for-profit entity, excuse the Airport Authority annually from paying the municipal portion of the assessed tax. The Education and Seniors' portions would be paid by the Airport Authority.

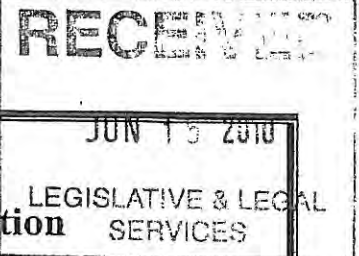
Further, the RM and the Authority should initiate discussions in due course with the Province to amend the *Municipal Government Act* to exempt for all four airport authorities' airport lands and improvements from assessment or, alternatively, to develop an arrangement on a per passenger basis that will work for the airport authorities and their host municipalities. The Authority is aware of great interest in Edmonton and Red Deer in this approach to special consideration for airport authorities for taxation. As recognized economic generators for communities, this protection through legislative amendment has been successful in Ontario and is nearing completion in Saskatchewan.

The bilateral partnership proposed above should extend to the Province as well. They should be jointly petitioned to recognize the special nature of the growth in Fort McMurray and its airport, and invited to participate in P3 projects related to civil works at and around the airport. There are several precedents for this kind of extraordinary investment in the region and we believe the airport civil works (roads, utilities, access points) would qualify as eligible for this type of consideration, much as been done for Calgary Airport and Edmonton.



REGIONAL MUNICIPALITY
OF WOOD BUFFALO

Request To Make A Presentation At A Council Meeting Or Public Hearing



Requests to make a public presentation must be received by 12:00 noon on the Wednesday immediately preceding the scheduled meeting/hearing. *Presentations are a maximum of 5 minutes in duration.* Additional information may be submitted to support your presentation.

CONTACT INFORMATION	
Name of Presenter:	Elen Forsberg
Mailing Address:	
Telephone Number:	(Day) If we cannot confirm your attendance, your request may be removed from the Agenda.
E-Mail Address (if applicable):	
PRESENTATION INFORMATION	
Preferred Date of Presentation:	JUNE 22 / 10
Topic:	ABRAM'S LAND DEVELOPMENT
Please List Specific Points/Concerns:	1. CONSORTIUM UNIQUENESS
If speaking at a Public Hearing, clearly state your support or opposition to the bylaw along with any related information:	2. COMMUNITY IMPACT
	3. POSITIVE EXPECTATIONS
Action Being Requested of Council:	SUPPORT FOR COMPLETION

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

Please return completed form, along with any additional information, to:

Chief Legislative Officer
Regional Municipality of Wood Buffalo
9909 Franklin Avenue
Fort McMurray, AB T9H 2K4
Telephone: (780) 743-7001
Fax: (780) 743-7028

Please Note: All presentations are heard at a public meeting; therefore, any information provided is subject to FOIP guidelines and may be released upon request.

Subject: Abrams Land - Parts of Northwest 1/4 23-89-10-W4M
- Bylaw No. 10/014 – Real Martin West Area Structure Plan
- Bylaw No. 10/015 – Land Use Bylaw Amendment

APPROVALS:

Carol Theberge, Divisional Manager
Kelly Kloss, Chief Administrative Officer (Interim)

Administrative Recommendation(s):

1. THAT Bylaw No. 10/014, being an amendment to the Real Martin West Area Structure Plan to change the designation of parts of Northwest ¼ 23-89-10-W4M from Urban Expansion District (UE) to Environmental Preservation District (EP) and Public Service District (PS), be read a second time.
2. THAT Bylaw No. 10/014 be read a third and final time.
3. THAT Bylaw No. 10/015, being an amendment to the Land Use Bylaw to change the designation of parts of Northwest ¼ 23-89-10-W4M from Urban Expansion District (UE) to Environmental Preservation District (EP) and Public Service District (PS), be read a second time.
4. THAT Bylaw No. 10/015 be read a third and final time.

Summary:

Applications were received to amend the Real Martin West Area Structure Plan and the Land Use Bylaw to allow public service uses and include parts of Northwest ¼ 23-89-10-W4M in the plan boundary.

The authority to amend the Area Structure Plan and Land Use Bylaw is vested with Council under the *Municipal Government Act*.

Background:

This is an application to extend the western boundary of the Area Structure Plan to include parts of Northwest ¼ 23-89-10-W4M. The applicant has completed Aboriginal consultation and held a public meeting as required by Planning and Development's public consultation process.

The lands are currently designated Urban Expansion District (UE) under the Land Use Bylaw and are located in the Rural Service Area. This amendment proposes to redesignate the lands from Urban Expansion District (UE) to Environmental Preservation District (EP) and Public

Service District (PS). The intent of this amendment is to support the development of faith centers, a continuing care facility and a municipal recreation facility.

The purpose of the Environmental Preservation District is to “*provide for preservation of natural open space and the protection of environmentally sensitive lands from incompatible development,*” while Public Service Districts “*provide for the development of buildings and uses for the delivery of educational, health, government and institutional services.*”

The proposed amendment is consistent with the current adjacent land use designations as identified in the Land Use Bylaw and the Real Martin West Area Structure Plan. While there may be a natural watercourse within the future Environmental Preservation District (EP) and Public Service District (PS), the regulatory process will require a minimum 30 metre setback from any named watercourse, and possibly even more restrictive measures depending upon the specific nature of the watercourse. These details will be determined at the Development Permit stage of the process.

While there are no immediate plans to make an amendment to the Urban Service Area, broader discussions are underway to review the matter for future action, including considerations of servicing capacities, land release matters and future development in the nearby Parsons Creek and West Growth Area.

Rationale for Recommendation(s):

Planning and Development supports this amendment, as the proposal is in keeping with the objectives of the Area Structure Plan and the uses as identified in the Land Use Bylaw.

If approved, the applicant will be required to prepare a detailed outline plan and enter into a development agreement prior to obtaining subdivision approval or development permits for individual structures.

Attachments:

1. Bylaw No. 10/014
2. Bylaw No. 10/015

BYLAW NO. 10/014

BEING A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO AMEND THE REAL MARTIN WEST AREA STRUCTURE PLAN

WHEREAS Section 633 of the *Municipal Government Act*, R.S.A., 2000, c.M-26 and amendments thereto authorizes Council to enact a bylaw adopting an Area Structure Plan;

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 an Area Structure Plan;

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 Bylaw No. 05/003 is hereby amended by:
 - a) Adding parts of Northwest ¼ 23-89-10-W4M to the existing plan area (Map 1: Plan Area); and
 - b) Redesignating parts of Northwest ¼ 23-89-10-W4M from UE – Urban Expansion to PS – Public Service and EP – Environmental Preservation, as depicted in Schedule A.
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 25th day of May, A.D 2010.

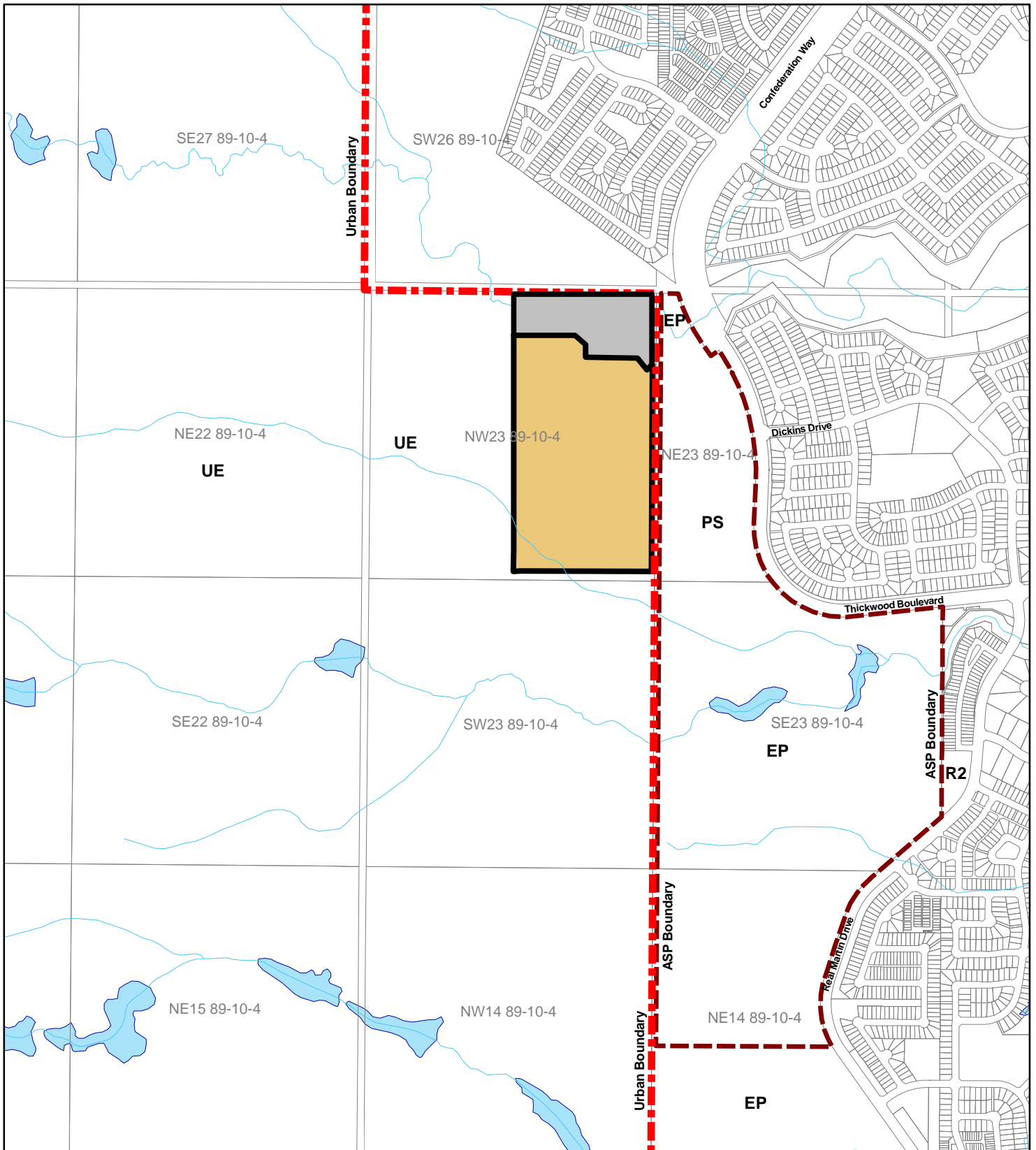
READ a second time this _____ day of _____, A.D. 2010.

READ a third and final time this _____ day of _____, A.D. 2010.

SIGNED and PASSED this _____ day of _____, A.D. 2010.

Mayor

Chief Legislative Officer



REAL MARTIN WEST AREA STRUCTURE PLAN (05/003) AMENDMENT



From UE (Urban Expansion) To PS (Public Service)



From UE (Urban Expansion) To EP (Environmental Preservation)



BYLAW NO. 10/015

**BEING A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO
AMEND THE LAND USE BYLAW**

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 Bylaw No. 99/059 is hereby amended by redesignating parts of Northwest ¼ 23–89–10–W4M from UE – Urban Expansion to PS – Public Service and EP – Environmental Preservation, as shown in Schedule A.
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 25th day of May, A.D 2010.

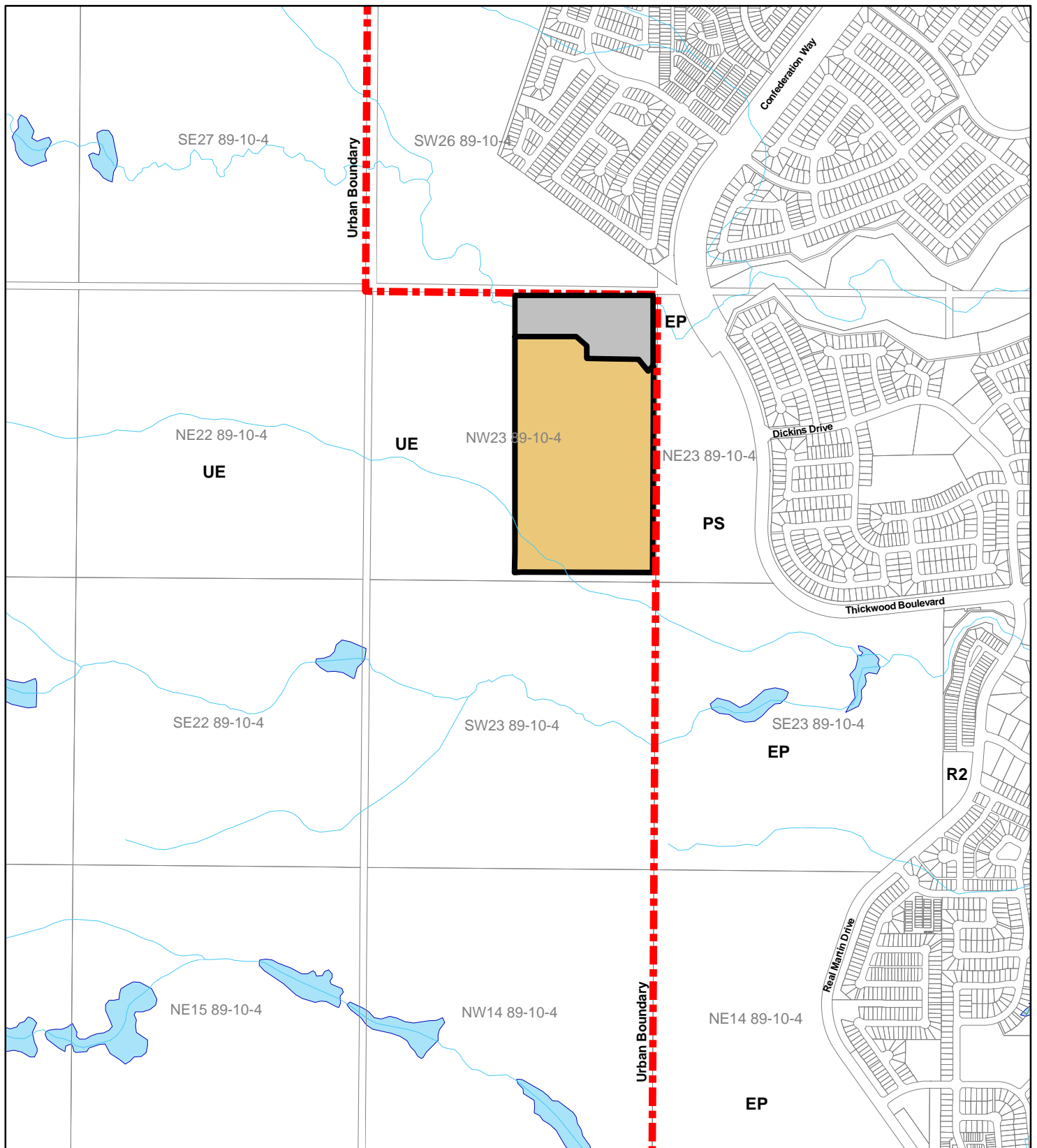
READ a second time this _____ day of _____, A.D. 2010.

READ a third and final time this _____ day of _____, A.D. 2010.

SIGNED and PASSED this _____ day of _____, A.D. 2010.

Mayor

Chief Legislative Officer



LAND USE BYLAW (99/059) AMENDMENT



From UE (Urban Expansion) To PS (Public Service)



From UE (Urban Expansion) To EP (Environmental Preservation)



Abram's Land Presentation

RMWB Council - June 22, 2010
by Glen Forsberg, Pastor of MGA
Chair of Ministerial Association

Partners

- ▶ Abram – person of faith & action
- ▶ Three faith groups – Roman Catholic Parish, Markaz-ul Islam, McMurray Gospel Assembly
- ▶ Alberta Health Services (long term care)
 - In association with RMWB; - Recreation Center

A Wonderful Reality

- ▶ Each partner embraces personal priorities
- ▶ A common ideal; – a healthy community
- ▶ A healthy partnership
- ▶ Serving real needs of the community

We are about people!



Elderly people



Young people



Families



All people



Challenges for Islamic Community

- ▶ Our community has grown significantly over the past 10 - 12 years from population of 2000 to approximately 7000+
- ▶ Friday noon prayers cannot be accommodated at the Mosque due to its limited capacity (limited to ~300 people).
- ▶ Composite High School Gym is rented for Friday prayers
- ▶ Daily evening prayers -- space regularly becomes a challenge, even basement gets full.
- ▶ In the fasting month of Ramadan, Composite High School Gym is rented for the entire month for night prayers.
- ▶ These rental places are not guaranteed but they do their best to accommodate us. We have no back-up plan.
- ▶ During our annual events where most of our congregation gets together, we have very limited options.
- ▶ These space challenges provide parking problems resulting in an unpleasant situation for our neighborhood.
- ▶ Due to the extremely slow progress of Abrams' Land, we are far behind in our strategic planning.

Roman Catholic Parish

- ▶ Currently serves constituents with five services on a week-end
- ▶ Cannot accommodate worshipers on Special Days
- ▶ Hope the lengthy process will realize results soon

McMurray Gospel Assembly

- ▶ Notes from first building in 1951
- ▶ Recent land search began in 1999
- ▶ Three services on Sunday
- ▶ Will begin a Saturday Night in October
- ▶ Serving children & families, youth, young adults, singles, and seniors.
- ▶ Work together with other groups
- ▶ Member of Ft. McMurray Christian Ministerial Association

Thanks & Faith for future

- ▶ Thanks to all who have supported Abram's Land throughout this process
- ▶ May the community benefit by awarding success to this unique cooperative venture
- ▶ The time has come, - we can do it!

Subject: Bylaw No. 10/011 - Closure of Undeveloped Government Road Allowances (Saline Creek Plateau Area)**APPROVALS:**

Kelly Kloss, Chief Administrative Officer (Interim)

Administrative Recommendation:

THAT Bylaw No. 10/011, being Bylaw to close an undeveloped government road allowances, be read a second time.

THAT Bylaw No. 10/011 be read a third and final time.

Summary:

As part of the planning process for development of the Saline Creek Plateau Area, the Real Estate Services Business Unit is initiating closure of the undeveloped government road allowances situated within the Saline Creek Plateau Area (Attachment 1 – Subject Area Map).

In accordance with the *Municipal Government Act*, any proposed closure of a road that is under the direction, management and control of a municipality may be closed by bylaw.

According to *Municipal Government Act*, the road closure will be advertised and a public hearing will be held at a future date.

Background:

In 2007, the Municipality adopted the Saline Creek Area Structure Plan which initiated the process for the Province to release two large parcels of land southeast of the Lower Townsite. In 2008, the Municipality partnered with the Province in a proposed land development project aimed at creating homes for about 40,000 people in the Urban Service Area, approximately half of which were planned for the Saline Creek Plateau Area.

Legal description of the proposed road closures within the Saline Creek Plateau Area has been reviewed by the Land Titles Office to ensure accuracy and proper handling.

The proposed closure has been circulated to internal municipal departments, franchise and utility companies, and adjacent property owners for comments. There were no concerns or objections raised regarding the proposed road closures.

Rationale for Recommendation:

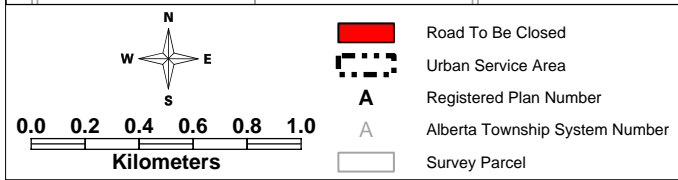
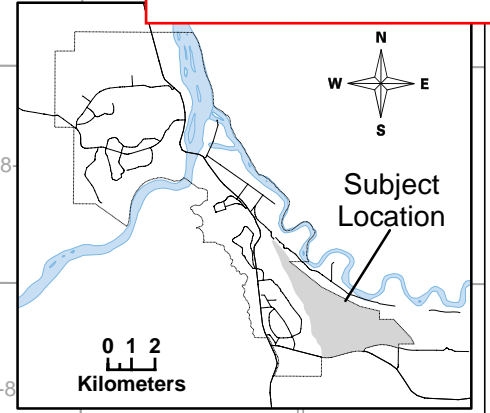
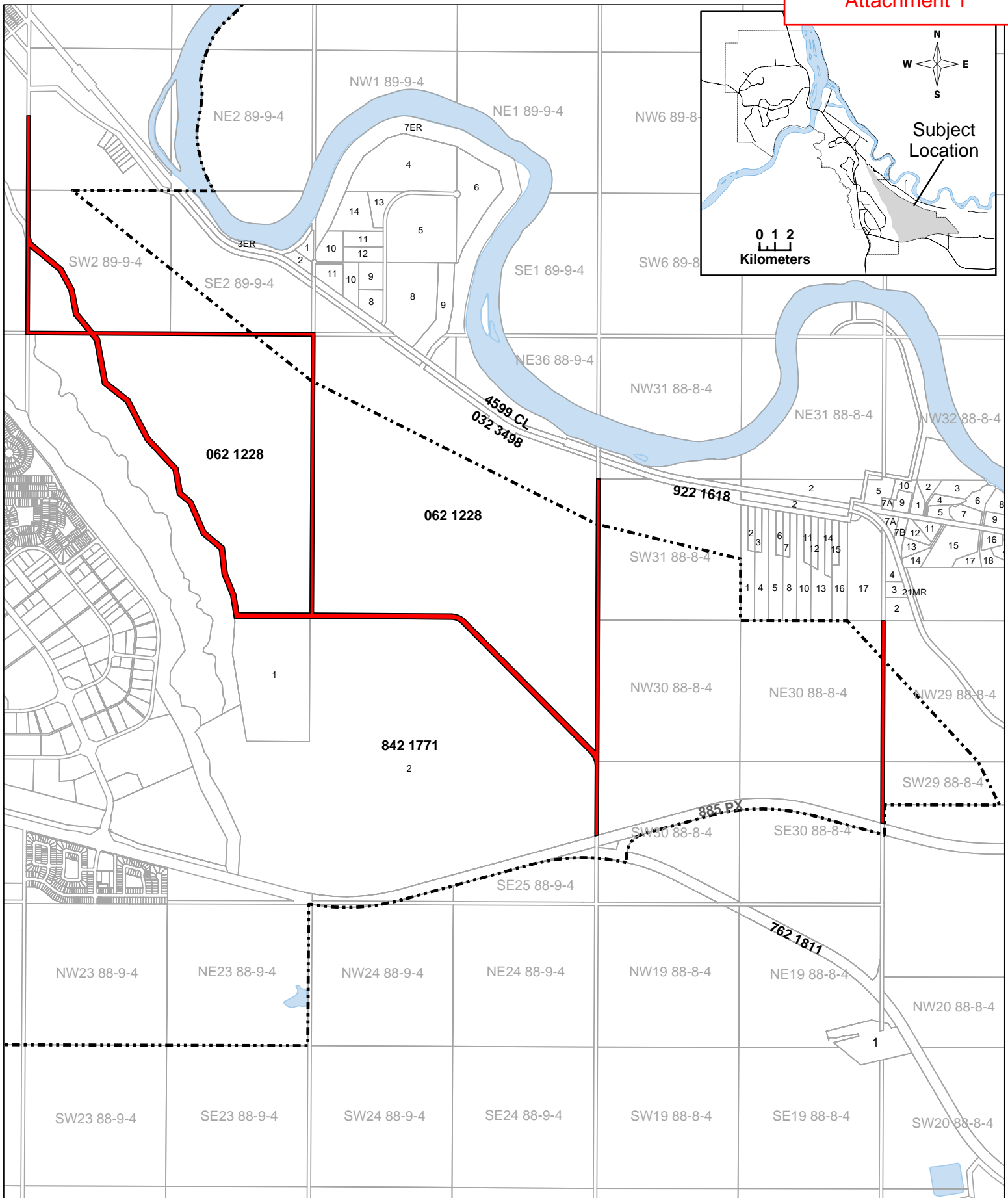
Closure of the undeveloped road allowances will facilitate incorporation of the road allowances with the adjacent crown lands which are administered by Alberta Sustainable Resources Development (ASRD), and will make administration and development of these lands more efficient. Closure of undeveloped government road allowances is considered to be standard practice as it will allow the entire plot of land to be consolidated and treated as a contiguous parcel. Additionally, road closure and consolidation will provide more planning flexibility in the design and development of the Saline Creek Plateau Area.

The subject road allowances are undeveloped; as such the closure will not interrupt municipal operations in the area as they do not provide physical access to the land.

Closure of the subject road allowances is being undertaken as a proactive measure prior to the development of the Saline Creek Plateau Area.

Attachments:

1. Subject Area Map – Road Closure Saline Creek Plateau Area
2. Bylaw No. 10/011



ROAD CLOSURE **SALINE CREEK PLATEAU AREA**

BYLAW NO. 10/011

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

WHEREAS application has been made to the Council of the Regional Municipality of Wood Buffalo to close undeveloped government road allowances 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:

Meridian 4 Range 8 Township 88

All that portion of the original government road allowance adjoining the West boundary of the Sec. 29-88-8-4 and lying North of the production across the said road allowance of the North Easterly limit of road plan 885px
Excepting thereout all mines and minerals

Meridian 4 Range 8 Township 88

All that portion of the original government road allowance adjoining the West boundary of the Sec. 30-88-8-4 and lying North of the production across the said road allowance of the North Westerly limited of road plan 885px
Excepting thereout all mines and minerals

Meridian 4 Range 8 Township 88

All that portion of the original government road allowance adjoining the West boundary of the S.W.1/4 sec. 31-88-8-4.
Excepting thereout all mines and minerals

Meridian 4 Range 9 Township 88

All that portion of the original government road allowance adjoining the West boundary of the sec. 36-88-9-4
Excepting thereout all mines and minerals

Meridian 4 Range 9 Township 89

All that portion of the original government road allowance intersection adjoining the South West corner of the S.W. 1/4 sec. 1-89-9-4.

Excepting thereout all mines and minerals

Meridian 4 Range 9 Township 89

All that portion of the original government road allowance intersection adjoining the South boundary of the Sec. 2-89-9-4.

Excepting thereout all mines and minerals

Meridian 4 Range 9 Township 89

All that portion of the original government road allowance intersection adjoining the West boundary of the Sec. 2-89-9-4 and lying south of the production Easterly across the said road allowance of the south boundary of the legal subdivision 16 Sec. 3-89-9-4

Excepting thereout all mines and minerals

Meridian 4 Range 9 Township 89

All that portion of the original government road allowance intersection adjoining the South West corner of the S.W. 1/4 sec. 2-89-9-4.

Excepting thereout all mines and minerals

Plan 2774EU

All that portion of road lying within the N. 1/2 Sec. 35-88-9-4.

Excepting thereout all mines and minerals

Plan 2774EU

All that portion of road lying within the S.E 1/4 Sec. 35-88-9-4.

Excepting thereout all mines and minerals

Plan 8421771

All that portion of road lying within said plan.

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 8th day of June, 2010.

READ a second time this _____ day of _____, 2010.

READ a third and final time this _____ day of _____, 2010.

SIGNED and PASSED this _____ day of _____, 2010.

Mayor

Chief Legislative Officer

Subject: Bylaw No. 10/018 - Land Use Bylaw Amendment - Sand and Gravel Operation

APPROVALS:

Kelly Kloss, Chief Administrative Officer (Interim)
Carol Theberge, Divisional Manager
Dennis Peck, Director

Administrative Recommendation:

THAT Bylaw No. 10/018, being an amendment to the Land Use Bylaw specific to part of Section 30, Township 90, Range 9, W4M, be read a first time.

Summary:

An application was received to amend the Land Use Bylaw to allow for the expansion of an existing sand and gravel extraction operation at Section 31, Township 90, Range 9, W4M. If adopted, the Land Use Bylaw amendment would change the PR – Parks and Recreation designation to permit gravel extraction on the subject property.

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

Background:

The subject property (Section 30, Township 90, Range 9, W4M) is currently designated as a PR – Parks and Recreation District under the Land Use Bylaw 99/059 (Attachment 2). Located approximately 8 km north of the Urban Service Area between Highway 63 and the Athabasca River, the existing site (Section 31) is 67.72 hectares and the proposed expansion (Section 30) is 168.80 hectares, for an overall size of 236.52 hectares.

The applicant does not yet have a valid land lease for the proposed expansion, but an application to Alberta Sustainable Resources Development for a Surface Material Lease (SML 070025) is in process. Alberta Sustainable Resources Development does not object to the Municipality's review of the Land Use Bylaw, but wants to ensure any possible environmental impacts are mitigated or eliminated.

Upon completion of the extraction operations, the overall site is planned to be transformed into two large lakes through a reclamation process. A comprehensive reclamation plan for both the existing and the proposed site is included in the application.

Rationale for Recommendation:

The proposed Land Use Bylaw amendment is consistent with the Municipal Development Plan and the Highway 63 North Area Structure Plan. Both statutory plans allow sand and gravel activities on the subject lands if the operating and reclamation plans are to retain or enhance the end-use capability of the lands.

The Land Use Bylaw provides for flexibility of land use by enforcing reclamation after extraction activity is complete. Environmental issues noted by the Alberta Sustainable Resources Development, the Planning and Development Department, and Parks and Recreation can be addressed by means of a comprehensive Conservation and Reclamation Business Plan and an Activities Plan; these plans will be attached as a condition to the development permit.

The Planning and Development Department supports the proposed Land Use Bylaw amendment as it will result in the creation of recreational opportunities (artificial lakes and river access), while at the same time permitting the extraction of resources (sand and gravel). Over the project's anticipated 10 phases, both private and public needs can be met.

Sand and gravel extraction in river valleys, when properly supported by a clear and comprehensive reclamation plan, have produced some of the finest recreational resources in many communities.

Attachments:

1. Bylaw No. 10/018
2. Subject Area Map
3. Reclamation Plan - Sketch

BYLAW NO. 10/018

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 Bylaw No. 99/059 is hereby amended by adding the following text to the Discretionary Uses of the Parks and Recreation District prescribed in Section 114.3 of the Land Use Bylaw:

“Sand and gravel extraction and associated processing and shipping activities within part of Section 30, Township 90, Range 9, W4M.”

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 _____ day of _____, A.D. 2010.

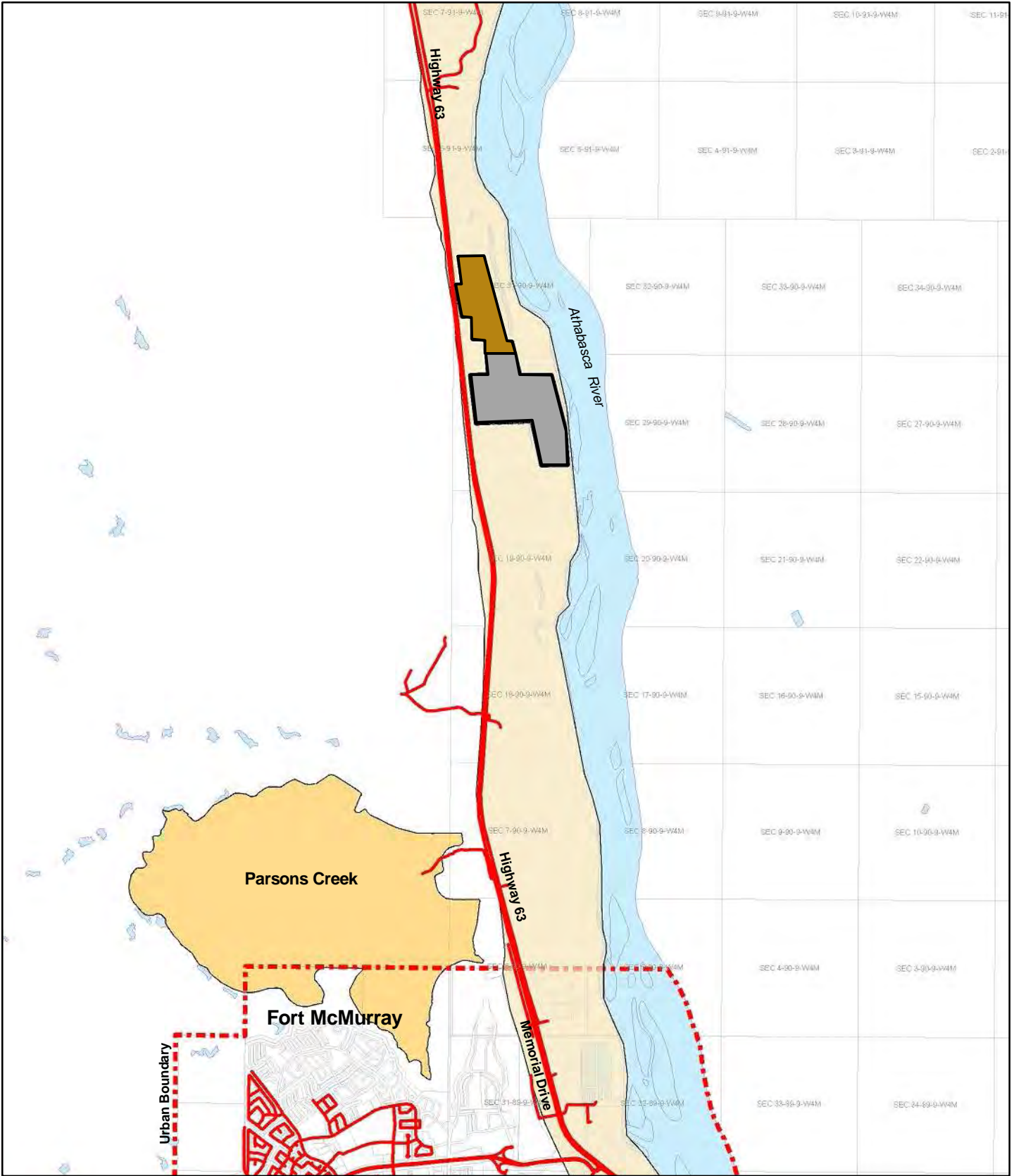
READ a second time this _____ day of _____, A.D. 2010.

READ a third and final time this _____ day of _____, A.D. 2010.

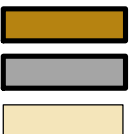
SIGNED and PASSED this _____ day of _____, A.D. 2010.

MAYOR

CHIEF LEGISLATIVE OFFICER



Subject Area Map

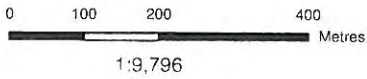



- Parks and Recreation District - Section 31, TWP 90, RGE 9, W4M
- Proposed Area for Gravel Extraction - Section 30, TWP 90, RGE 9, W4M
- Highway 63N ASP





- Legend**
- End Pit Lake
 - Vegetation



PROJECT		 GRAYMONT	
Parsons Creek Gravel Project			
TITLE		DRAWN PS	FIGURE 4
Reclamation Plan		CHECKED DS	
		DATE Aug 18/08	
		PROJECT 05-051	

Subject: Wood Buffalo Regional Economic Development Strategy**APPROVALS:**

Kelly Kloss, Chief Administrative Officer (Interim)
Marcel Ulliach, Director

Administrative Recommendation(s):

THAT the Wood Buffalo Regional Economic Development Strategy 2010 - 2014 be accepted as a guiding document for the Municipality; and

THAT administration prepare a bylaw that establishes an Economic Development Advisory Committee.

Summary:

The Wood Buffalo Regional Economic Development Strategy 2010 – 2014 (WBREDS) charts a course for sustainable growth within the Municipality and sets out a plan for economic diversification for the period 2010 to 2014. The Regional Economic Development Strategy Executive Summary (see Attachment 1) provides an overview and synopsis of the complete strategy document. Through the engagement of local stakeholders, a rigorous situational audit, and a review of best practices specific economic development goals and objectives have been identified through to 2014 that will guide the Municipality's economic development function in its action planning and decision making. Key areas of concentration in the short to medium term will include:

1. The establishment of an Economic Development Advisory Committee.
2. Preparation of a one year Regional Economic Development Alliance (REDA) operations plan.
3. Increased availability of commercial land (assist with implementation of Commercial Industrial Land Use Study (CILUS)).
4. Targeted investment attraction toward commercial and retail services.

A key component of the Municipality's ongoing economic development activity will be the presence of an efficient and productive system of governance. Three different governance models were explored to identify the best route to creating a strong, inclusive and cooperative approach to regional economic development. Attachment 2, Governance and Operations, identifies the creation of a Council appointed Economic Development Advisory Committee as being the best option for the Municipality at this time. This committee would act in an advisory capacity but not require the establishment of a separate legal entity.

Background:

Based on a resolution passed by Council, a comprehensive economic development strategy for the region has been under development. The project was led by a resource team that included several municipal departments and was assisted by a stakeholder working group comprised of representatives from numerous local and regional stakeholder groups (see Attachment 3).

Three over arching goals were identified for the region as well as specific objectives under each goal and accompanying work plans. The three goals: Economic Diversification and Expansion, Inclusiveness, and Enviably Quality of Life, reflect a consensus of expressed ideas and inputs from the community engagement exercises and from economic development best practices. Collectively, they set out broad regional economic development themes to the year 2014.

Part of the economic development strategy project scope was to explore options for the governance model for the REDA moving forward. As a member of the provincial REDA network, the Municipality has received support from Alberta Finance and Enterprise to complete the strategy. The Municipality is a unique REDA as the REDA boundaries are coterminous with municipal boundaries and in that Municipal Council currently serves as the REDA board. In all other instances a REDA is a registered non-profit with a separate governing board.

There are three different governance formats that could be pursued within the context of the Municipality: Economic development as a line function (current model), economic development as a line function with formal stakeholder input and guidance (i.e. the formation of an economic development advisory committee), or economic development as a public private partnership (i.e. creation of an Economic Development Authority).

Alternatives:

1. Approve the WBREDS and governance model as presented.
2. Craft an alternative plan.

Budget/Financial Implications:

Having a defined economic development strategy is often a funding criterion when applying for government supported grants. By having a Council supported strategy, the Economic Development Business Unit will be in a better position to leverage municipal dollars for projects.

Both federal and provincial governments have a number of funding programs available to support strategic economic development initiatives. Over the next five years, the Municipality could potentially access significant funding to assist with the implementation of those activities outlined in the WBREDS. Typically these funds are to be leveraged against municipal funds. For example, the Invest Canada Community Initiatives funding will provide matching dollars from \$3,000 to \$300,000 for projects that assist in attracting investment. These particular funds can be applied for annually.

The strategy includes budget estimates for most projects; however, as the scope of the projects may change and due to their collaborative nature, it is difficult to identify with certainty the level of municipal resourcing that will be needed for implementation. While the strategy could cost an estimated \$2.8 million to fully implement over five years, it is expected that many of these costs will be offset by external funding sources.

Municipal funding to be utilized toward project implementation will be allocated on an annual basis through the Municipality's regular budgeting process.

Rationale for Recommendation(s):

The WBREDS is a culmination of a comprehensive process to develop a regional economic development strategy that would chart a course for continued economic advancement. The strategy takes into account the unique challenges faced within the Wood Buffalo region and builds upon the regions strengths to outline a proactive plan with which the Municipality can champion continued economic development and overall regional progress.

The challenge of achieving successful economic development relies equally on careful strategic planning and proper systems of governance. Throughout the planning process efforts have been made to collect and assess a broad array of thoughts, ideas and inputs from relevant stakeholders with respect to the Municipality's role as a regional economic development body. These inputs were combined with research on alternative governance methodologies and best practices to determine the ideal scenario regarding ongoing engagement of Municipal economic development stakeholders. Based on this analysis it is apparent that the most suitable structure for the Municipality at this point in time is to maintain the Economic Development office as a line function with formal stakeholder input/guidance. This model allows for a clear link with stakeholders, while maintaining access to municipal resources and Council direction on economic development activities.

The establishment of an Economic Development Advisory Committee would allow for a formal process of stakeholder input while keeping economic development aligned with municipal goals and priorities. As the primary role of the Advisory Committee would be to provide feedback and advice, it would not require a significant level of autonomy. As such this committee does not present the challenges and risks of an independent governance body such as a Part 9 Corporation. The Municipality's Economic Development function requires time to more fully evolve and as such it is neither necessary nor advisable to establish a fully independent economic development authority at the present time.

However, the Committee should be entrusted with some level of authority especially when concerning matters of the REDA. While Municipal staff would continue to receive direction exclusively through municipal administrative processes the Advisory Committee would be entrusted with the responsibility of assisting with the development and implementation of annual REDA operational plans as well as providing input into the allocation of annual REDA funding toward specific projects. In this manner, the responsibilities for acting as the REDA Board would be delegated by Municipal Council to the newly established Economic Development Advisory Committee.

Attachments:

1. Wood Buffalo Regional Economic Development Strategy
2. Wood Buffalo Regional Economic Development Strategy, Governance and Operations
3. Stakeholder Engagement

**WOOD BUFFALO REGIONAL
ECONOMIC DEVELOPMENT STRATEGY 2010-2014**

REGIONAL MUNICIPALITY OF WOOD BUFFALO

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FOREWORD

What motivates individual citizens, most of whom lead exceedingly busy lives, to get involved in the economic development of their community? What inspires local and regional politicians to take on more obligations in already overcommitted schedules? The simple answer is a sense of pride in the community and a belief that conditions could and should be improved through individual and joint effort. This motivation comes from a “shared vision” of the potential of the community that creates a momentum of growing anticipation about the future in addition to inspiring and energizing people.

The “Regional Economic Development Strategy 2010 – 2014” puts forth such a shared “vision” for the future economy of the Regional Municipality of Wood Buffalo (the Municipality). It emanates from a comprehensive stakeholder engagement process as well as extensive research and analysis of a future both desired and possible. It is framed by the desire to provide a prosperous, inclusive and sustainable future for all residents, enterprises, organizations and communities within the region through the pursuit of realistic and ambitious initiatives.

Importantly, this vision, which is articulated on page 8 of this document, is consistent and supportive of the Municipality’s vision and mission established in 2006 and reaffirmed in 2008:

Vision: A balanced future with opportunity for all.

Mission: Continually improve the quality of life within the community.

Envision Wood Buffalo is the long-term Integrated Community Sustainability Plan (ICSP) for the Municipality and was approved by Council on March 9, 2010. The Economic Development Strategy and Envision Wood Buffalo were developed concurrently and efforts were made to ensure complementary goals and objectives. Envision Wood Buffalo is based around four pillars of sustainability: economy, culture, society and environment. The overarching economic development goals for the region are economic diversification, inclusion, and enviable quality of life. These fit well with the overarching vision set out in Envision Wood Buffalo.

The economic development strategy strives for a future where the region:

- is recognized as a great place to live, work and visit;
- offers a quality of life that serves to attract and retain the best and brightest;
- is pleasant and safe, and seen as vibrant, inclusive, multicultural and compassionate;
- offers all residents, communities and businesses an opportunity to prosper;

- is still reliant on oil sands activity; however, other sectors have developed and prospered to the point where the regional economy is more balanced and diversified;
- has replaced many goods and services presently imported from outside the region with locally produced goods and services;
- is a major international innovation centre for oil sands and environmental technologies; and,
- is recognized as a pre-eminent educational centre for building research capabilities and the required workforce for the 21st century.

The above components of the desired future for the RMWB informed the development of goals in the “Regional Economic Development Strategy 2010 – 2014” and, in combination, will guide the implementation of the initiatives identified in the plan.

INTRODUCTION 1

BACKGROUND

The Regional Municipality of Wood Buffalo is a unique and vibrant community of 103,000 residents; it encompasses pristine wilderness and, as a result of oil sands activity, is one of the fastest growing communities in Canada. At 68,454 square kilometres, it is one of the largest municipalities in North America. It is characterized by a single urban centre and a large rural area with a small population base. The Urban Service Area (Fort McMurray) is the primary service centre of the region. The communities of Anzac, Conklin, Draper, Fort Chipewyan, Fort Fitzgerald, Fort MacKay, Gregoire Lake Estates, Janvier, Mariana Lake, and Sapræ Creek are in the Rural Service Area.

The development of this economic development strategy is the result of substantive research; comprehensive, in depth analyses; and the involvement and active engagement of a broad spectrum of affected and interested community/regional leaders, citizens, and other stakeholders. In addition to community open houses undertaken for the general public, input was sought from an internal municipal resource team; dialogue with Municipal Council members; and an external stakeholder group comprised of the following organizations: Keyano College; Urban Development Institute of Wood Buffalo; Fort McMurray Regional Airport; Alberta Finance & Enterprise; Oil Sands Developers Group; Alberta Employment & Immigration; Northeast Alberta Aboriginal Business Association; Community Futures Wood Buffalo; Fort McMurray Tourism; Wood Buffalo Métis Corporation; Northern Alberta Development Council; Athabasca Tribal Council; Northern Lights Health Region; and, Fort McMurray Chamber of Commerce.

PURPOSE OF THIS STRATEGY

Strategic planning is fundamentally about creating a vision of the future and managing toward that expectancy. It is a simple process with an incredible power to energize a community or region and bridge the gap between long-term vision and day-to-day activities.

This strategy sets out a path to strengthen the economy of the region, and the initiatives necessary to achieve it. It charts a course for sustainable growth and sets out a realistic plan for economic diversification and overall regional progress for the period 2010 to 2014. In broad terms the strategy is intended to provide direction; in specific terms its purpose is to articulate:

- a shared vision among community leaders of the region's economic development priorities and a point of reference or framework for current and future economic development decisions;
- a foundation for the preparation of annual operating plans that stress effective and efficient use of community resources;
- a benchmark from which progress can be measured and informed change can be made; and
- a formula that helps to manage, not interrupt nor deter, sustainable development.

SITUATION AUDIT 2

.....*Today*.....

REGIONAL ANALYSIS

A wealth of studies, plans, documents and statistical reports were reviewed and numerous interviews and discussions with stakeholders and residents, both within and outside the Municipality, were undertaken to gain a more exact understanding of the current economic situation in the region and an insight into realistic prospects for the future. From our analyses of secondary research and the comments and observations collected through various interviews and workshops, a SWOT matrix of competitive factors was prepared. It should be noted that in order to ensure the completion of a comprehensive regional economic development strategy this SWOT has been prepared from the perspective of the overall regional context rather than just from the perspective of the Municipality.

SWOT SUMMARY MATRIX OF COMPETITIVE FACTORS Regional Municipality of Wood Buffalo

Strengths	
<ul style="list-style-type: none"> ✓ Resource rich region. ✓ International recognition and access to international markets and networks through global companies. ✓ Unique expertise in oils sands technologies. ✓ Young, highly skilled and highly mobile work-force. ✓ Substantive parks and wilderness areas. ✓ Substantive market ties to Edmonton, Calgary and other major centres. ✓ Diverse and rich Aboriginal culture and significant resources. Notably First Nations population is the fastest growing in the region. 	<ul style="list-style-type: none"> ✓ Underdeveloped rural communities with potential for decentralized growth/economic development. ✓ Extensive commitment/participation by oil sands enterprises in promoting and supporting regional socio-economic development. ✓ Regional airports in Fort McMurray and Fort Chipewyan. ✓ High median family incomes. ✓ Substantive history of volunteerism. ✓ Independent, “can-do” entrepreneurial spirit. ✓ Post secondary training – Keyano.

Weaknesses	
<ul style="list-style-type: none"> ✖ Limited commercial, industrial and residential land and the high costs thereof. ✖ Municipal planning/approval process. ✖ Problems with local/regional transportation; utilities (especially water); housing; education; health care; key social services; retail and service facilities; relative to community needs. ✖ Inadequate regional supply of labour/skills and the high costs thereof. As well high turnover, difficulty in retaining labour. ✖ Lack of community cohesion and vision. ✖ Regional/community image problem - “too greedy” and “too rich.” ✖ Work camps and mobile workforce – lack of community integration. ✖ Overworked community volunteers. 	<ul style="list-style-type: none"> ✖ Investment/expenditure leakages to communities/regions outside Municipality. ✖ Sustainability/challenges of Aboriginal businesses exacerbated by lack of opportunities for education/training of Aboriginal peoples. ✖ Downtown core Fort McMurray development/servicing challenges. ✖ Overly narrow economic base lacking diversity. Historical experience with “boom and bust” cycle. ✖ Significant challenges to SME start-up/sustainability made worse by protectionism within existing business community. ✖ Absence of community/regional partnerships. ✖ Significantly underserved communities outside of Fort McMurray.

Opportunities	
General/Regional Community Development	Specific Business Opportunities
<ul style="list-style-type: none"> ✓ Community participation/input. ✓ Holistic approach ✓ More intensive land use e.g., up not out. ✓ More strategic development of land in rural areas. ✓ “Themed”/improved downtown core. ✓ Enhanced local training (facilities, instruction) of workers for the oil sands industry. ✓ Additional entrepreneurial and small business training/counselling. ✓ Wireless service in communities ✓ A local power utility (coop). ✓ A land trust that is locally managed. 	<ul style="list-style-type: none"> ✓ Specialized and diverse retail stores and shops. ✓ Servicing/supplying major plants – import replacement. ✓ Manufacture and sale of recycled materials. ✓ Wood and wood products manufacture. ✓ Tourism – eco-tourism; wilderness tours; fishing/hunting excursions. ✓ Mining – diamonds/uranium. ✓ River transportation services. ✓ Heliport. ✓ Innovative oil sands technologies.

Threats	
<ul style="list-style-type: none"> ✖ Regional development/growth is “uncontrolled” and driven by outside forces. ✖ Skills shortages are a global phenomena with significant local implications. ✖ Intergovernmental jurisdictional issues create and exacerbate problems with accommodating the pace of growth, especially in matters as they relate to the available supply/cost of land. 	<ul style="list-style-type: none"> ✖ Too many economic decisions are made outside the region e.g., oil companies deciding when to expand local plants. ✖ The global economic slowdown is impacting on the viability of many economic sectors; forestry, manufacturing and tourism are especially vulnerable. ✖ A precipitous drop in oil prices and recessionary conditions could delay oil sands development.

THE FUTURE ECONOMY 3

.....*Some insights into Tomorrow*.....

“Today a new economy is clearly emerging: it is a global knowledge and idea-based economy where the keys to wealth and job creation are the extent to which ideas, innovation, and technology are embedded in all sectors of the economy.”

Progressive Policy Institute

While economic success for businesses and enterprises in the past was generally determined by low costs as well as adequate transportation and utility infrastructure, today firms and other organizations (including governmental and non-governmental organizations) are realizing that knowledge provides the key to wealth creation as new ideas, innovation and technology become increasingly embedded in services, manufacturing and other sectors.

In the midst of this paradigm shift, economic success depends on the people who live and work in the community or region. Without an adequate supply of educated and skilled people, local businesses as well as potential new ones will find it difficult to grow and to attract and retain workers. To succeed regions therefore need to compete on the basis of amenities and quality of life factors in order to attract and retain the best and the brightest. This means creating a positive sense of place through high-quality schools, medical services, a fast and responsive government, as well as the other essential aspects of a quality living environment, including high-speed internet service, recreational facilities, affordable housing, transportation and other infrastructure. Additionally it means a welcoming and tolerant atmosphere, diverse cultures, a robust civic culture and spirit, low crime, as well as cultural amenities that include “high culture” but also go beyond high culture (i.e., urban amenities such as entertainment, shopping, restaurants, walking streets, festival marketplaces, bustling street life, river walks).

Those regions that understand the characteristics of the future economy will be the ones best positioned to take advantage of all the changes occurring.

This understanding can be assisted by an appreciation of the differences between the old and future economy and an application of these essential insights into economic development efforts and activities.

REGIONAL ECONOMIC DEVELOPMENT STRATEGY (PART 1) 4

..... TOMORROW

VISION FOR THE FUTURE

A vision statement defines the desired or intended future state; it spells out what the region wants to become. It gives shape and direction. The premise of the effort holds that once you define your vision you determine your future.

This “vision” for the economic future of the Regional Municipality of Wood Buffalo builds from the comprehensive engagement process that characterized this project effort. It is framed by the desire to provide a prosperous, inclusive and sustainable future for all residents, enterprises, organizations and communities within the region. Importantly, by providing a “shared understanding” of the potential of the region, this vision statement creates a momentum of growing anticipation about the future that inspires and energizes.

ECONOMIC DEVELOPMENT VISION

The Wood Buffalo region will be recognised as a great place to live, work and visit. The quality of life will serve to attract and retain the best and the brightest. The region will be pleasant and safe, and be seen as vibrant, inclusive, multicultural and compassionate.

The Wood Buffalo region will be a place where all residents, communities and businesses have an opportunity to prosper. Fort McMurray will be the third largest urban centre in Alberta and Wood Buffalo will have a diversified economy. While oil sands activity will continue to be the economic mainstay of the region, other sectors will have developed and prospered. Building from the region’s potential including the untapped labour market, expansions of local manufacturing and services to support increasing oil sands and other activity will mean fewer imports of goods and services from outside the region. There will be larger and more diverse retail, commercial and professional services and facilities, including enhanced business, educational and medical services. Other important emerging sectors including tourism, especially eco and cultural tourism, and forestry will represent increasingly important parts of the regional economy.

The Wood Buffalo region will be a major international innovation centre for oil sands and environmental technologies, leading the way in developing the required technological infrastructure that supports creativity and innovation. In addition, the region will be recognized as a pre-eminent educational centre for building research capabilities and the required workforce for the 21st century.

Quite clearly pursuit of this vision means change. It means a change in present circumstances for sure, but more importantly it also means a change in the way people think about the future of the region; it requires a way of thinking that entails a broader, more strategic and forward perspective.

PRESENT ECONOMY	ENVISIONED ECONOMY
<i>Primarily based on oil sands and its spin-offs.</i>	<i>While oil sands is its mainstay, the regional economy is more balanced and diversified with other sectors including education, health services, research, and tourism playing larger roles.</i>
<i>Imports represent a large portion of goods and services provided to oil sands operations in the region.</i>	<i>A greater proportion of goods and services for the oil sands industry and other sectors are provided from within the regional economy.</i>
<i>Retail, commercial and professional services are strained to meet consumer demands.</i>	<i>Better balance between supply of retail, commercial and professional services and consumer's diverse needs and demands.</i>
<i>Research and innovation primarily undertaken/achieved by the oil sands industry with much of it originating outside the region.</i>	<i>Partnerships between the oil sands industry, education and municipal, provincial, and federal levels of government are leading to the creation of a major oil sands and environmental research and innovation centre.</i>
<i>Physical and social infrastructure of the region are having difficulty keeping up to population growth and the increasing demands/desires of educated, knowledgeable and skilled residents.</i>	<i>Physical and social infrastructure development are leading to an increasingly appealing and desirable quality of life where individuals and families from various backgrounds are attracted to come, work, recreate and call the Wood Buffalo region home.</i>

REGIONAL ECONOMIC DEVELOPMENT STRATEGY (PART 2) 5

..... Getting there.....

DEVELOPMENT PRINCIPLES

A proper economic development strategy is based on certain fundamental principles to ensure implementation is effective and efficient, and that desired goals and objectives are achieved in accordance with certain predefined priorities and values. Accordingly, this strategy has been organized around several development principles as basic foundations. These principles serve to guide how the strategy will be structured and, by implication, how the region will go about pursuing its economic development goals. These principles build from the Municipality's core values and reflect the substantive inputs of key stakeholders.

Partnering and Partnerships:

Broadly embrace the needs, aspirations and interests of all communities and key stakeholders within the region. Working together ensures synergies are realized and that scarce resources are leveraged to meet high growth demands.

Leadership:

Strong leadership and, while those who provide leadership will vary depending upon the circumstances and issues involved, it will be generally accepted that leadership always means commitment and conviction, and sometimes tough decisions.

Creativity:

Rapid technological, political, social and economic change demand new responses and new approaches. While it is important to build from proven best practices and lessons learned, it is also critical to emphasize approaches that are creative and responsive to the unique and dynamic challenges and opportunities the Municipality is confronting not only today, but tomorrow and into the future.

Attention to the Needs of Local Businesses:

The Municipality is home to a wide array of businesses, from home-grown private firms to provincial, national and global scale enterprises. Understanding of the needs and perspectives of local businesses and an emphasis on making the local business environment more productive, supportive and attractive are critical to successful economic growth.

Action Oriented:

The value in planning lies not in the exercise of endless contemplation but rather in the careful, conscientious and deliberate application of feasible and relevant actions and activities. While carefully endeavouring to move the region forward in the long-term, there is also an emphasis on expeditious implementation in the short-term.

Flexible and Opportunistic:

The broad challenge of achieving economic development success today is to define and align practical strategies and make them relevant in a dynamic and rapidly changing economic environment; an environment where the challenge is not just in coping with the pace of change but also with understanding and managing its complexity.

Community Engagement:

Community engagement and the commitment it builds is an essential pre-requisite to not only the strategic planning process, but also to the overall effort required to bring about positive change and ongoing development. By ensuring the process is inclusive, transparent and appropriate, the actions and activities that arise there from build from citizen input and the empowerment of local stakeholders.

MISSION

Mission defines the fundamental purpose of the organization or effort proposed; why it exists and how it proposes to go about realizing its vision.

ECONOMIC DEVELOPMENT MISSION

Working collectively and cooperatively, the Regional Municipality of Wood Buffalo will be committed to encouraging and facilitating balanced economic development that fosters the creation and preservation of good jobs, enterprises and services while at the same time preserving and enhancing an attractive quality of life.

GOALS AND OBJECTIVES

Goals flow logically from the vision and mission statements, are guided by development principles, and realistically reflect desired economic development outcomes. While goals are intended to outline broad themes and intentions, objectives spell out the details of each. In practical terms the goals outlined below are a consensus of expressed ideas and inputs, and are logically premised and supportable. Collectively they set out broad regional themes to the year 2014. They were formed by considering “what is possible?” “what is desirable?” and “what can realistically be achieved?” The objectives attached to each goal are precise and measurable efforts that are intended to directly support the accomplishment of the goals.

Goal 1: Economic Diversification and Expansion - The Regional Municipality of Wood Buffalo has a reputation for promoting and facilitating economic diversification and expansion through its support of the operations and growth of local businesses (business retention) and encouragement of new entrants and investments in the region (business attraction).

Objectives to 2014:

1. Undertake efforts to enhance the availability of land for commercial/industrial development taking into consideration the results of the “Commercial and Industrial Land Use Study” (CILUS) and the ongoing needs of existing and prospective enterprises.
2. Regularly inventory and assess barriers to business growth and development within the Regional Municipality of Wood Buffalo. Prioritize issues, and design and implement programs/initiatives to mitigate and/or remove critical impediments.
3. Regularly inventory and assess opportunities for business growth, investment and development within the region, including upstream and downstream value chain opportunities¹. Prioritize opportunities, and design and implement programs/services/initiatives to capitalize on these opportunities through local capacity development and/or new business and investment attraction strategies.
4. Work with local/regional and provincial governments, as well as others such as businesses and Aboriginal stakeholders to: (1) raise awareness of the needs of local business; (2) support/promote improvements in local/regional and provincial policies/strategies that better facilitate the local/regional business community; and (3) improve access by local/regional businesses to key programs and services.
5. Encourage, promote and facilitate the coordination of programs and services for business (Business Services Network).
6. Coordinate an effort to implement a regional marketing theme along with sector specific prospecting initiatives (with related materials) that promote strategic investments and economic diversity.
7. Promote the development of a research and innovation centre for the oil sands industry.

¹ Value chain opportunities involve the production of products and services that are presently sourced from outside the region (upstream), or the further processing and marketing of products and services currently produced in the region (downstream).

8. Explore potential partnering relationships with other regions/communities (Edmonton, Calgary, Lac La Biche County, MD of Opportunity No. 17, REDAs).
9. Initiate discussions, investigations and ongoing collaboration with First Nations and Métis leaders in the region relative to more effectively developing resources, lessening impediments to development, and promoting/facilitating the growth and development of business and local development opportunities.
10. Undertake a Human Resource (HR) needs analysis for the region generally and the business community in particular, with a special emphasis on the SME (small and medium enterprise) sector. Inventory labour issues, and develop and implement a regional labour force strategy that addresses identified problems and promotes improvements.

Goal 2: Inclusiveness - The Regional Municipality of Wood Buffalo is a region of inclusiveness. It is a region where fair and equitable participation of citizens, communities, enterprises and institutions in the region's long-term economic development is valued, encouraged and required.

Objectives to 2014:

1. Establish a formalized structure for stakeholder input and guidance.
2. Work collaboratively with the Aboriginal community to identify and implement joint economic development initiatives.
3. Support the realization of economic development priorities in local communities.
4. Support development of specific economic plans for each Hamlet throughout the Region.

Goal 3: Enviably Quality of Life - The Regional Municipality of Wood Buffalo is a region with a responsible level of economic development reflecting sensitivity for environmental sustainability, high standards of economic well being, and an emphasis on maintaining and enhancing the region's quality of life.

Objectives to 2014:

1. Foster/promote a broad collaborative and cooperative approach to economic development within the Regional Municipality of Wood Buffalo.
2. Identify, implement and support initiatives that stress balanced sustainable development and an attractive quality of life for residents, taking into consideration the interdependencies of economic, social and environmental issues.
3. Support lower town-site redevelopment in Fort McMurray.
4. Support other transportation corridor development to move industrial and commercial goods through Fort McMurray.

ORGANIZATIONAL/GOVERNANCE FORMATS 6

.....Getting There.....

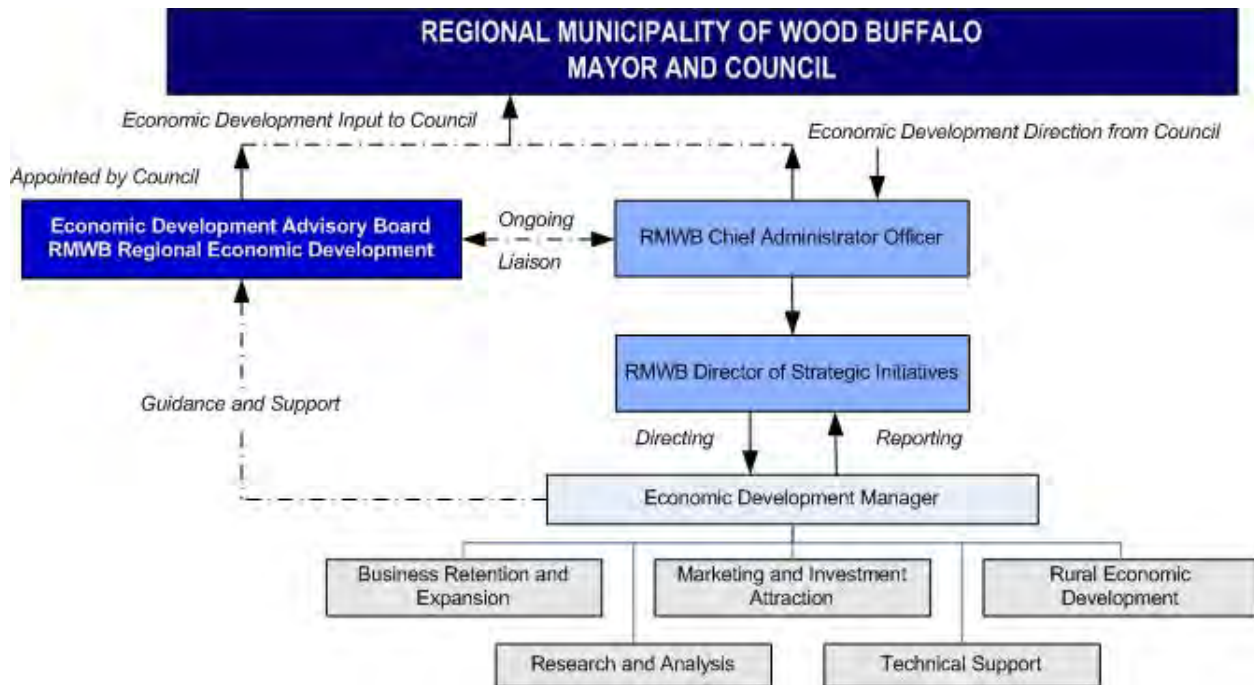
It is quite obvious that how you plan to achieve balanced and sustainable economic growth and development is as important as delineating those specifics of what you plan to achieve. In this regard there are almost an unlimited number of operational structures and systems that might be pursued to guide and direct economic development operations and activities within the Regional Municipality of Wood Buffalo. The specific operational model chosen needs to reflect the region's unique community/regional circumstances; support innovative, focussed and pro-active efforts; and most importantly respond effectively to the interests of key stakeholders.

The selection of preferred governance structure/system for the Regional Municipality of Wood Buffalo must ensure that the structure chosen contributes to essential economic development efforts and is not overly complicated nor confining operationally on the one hand, nor overly loose and freewheeling on the other. It must be structured to:

- 1) Effectively and efficiently support the delivery of core economic development services and initiatives within the region;
- 2) Represent regional economic development interests within the Municipality;
- 3) Work cooperatively and collaboratively with key stakeholders and internal departments/agencies to implement the regional economic development plan;
- 4) Be clear about its expectations and outcomes; and
- 5) Foster collaboration of efforts between regional stakeholders.

This required structure can best be achieved through the continued development of the Municipality's Economic Development Business Unit while also establishing a formalized process of continued stakeholder engagement. This ongoing process of engaging the required stakeholder groups will provide an efficient and valuable tool that will ensure that the Municipality's economic development efforts are being directed toward those initiatives that have the greatest potential for maximum regional benefit.

For this purpose the Municipality will appoint an Economic Development Advisory Committee that will act as a sounding board and provide feedback concerning the implementation of regional economic development initiatives. The following diagram illustrates the placement of the Advisory Committee as it relates to Municipal Council and the Administration:



This structure offers a number of key advantages over other models including:

1. Close working relationships between Council, Administration and Advisory Committee.
2. Provides opportunity for Advisory Committee to gain experience in developing Economic Development initiatives.
3. Clear administrative reporting and accountability for Economic Development function.
4. Economic Development function can avail itself of internal Municipal supports.
5. Confirmed budgets/resources.

The Committee's primary role will be in an advisory capacity and as such will not require a significant degree of autonomy. However, the Advisory Committee will also act as a governing body for the Wood Buffalo Regional Economic Development Alliance (WBREDA) and provide direct input into the establishment of specific WBREDA priorities. Through this process the Advisory Committee will have a key role in guiding a number of critical regional economic development initiatives.

Over time it is anticipated that both the internal Economic Development Business Unit and the external Economic Development Advisory Committee will continue to evolve. As such the entire organizational/governance mix will be monitored over an initial three year period. After that time the structure will be revisited and may be adjusted should it be deemed necessary.

Through this process the Municipality will continue to act as the primary coordinating body in the Wood Buffalo region with respect to economic development and seek to build the strong partnerships and collaborative efforts that are required for successful regional economic development.

WOOD BUFFALO REGIONAL ECONOMIC DEVELOPMENT STRATEGY

REGIONAL MUNICIPALITY OF WOOD BUFFALO **2010-2014**

Governance and Operations

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INTRODUCTION **1**

“You don't have to be great to get started, but you do have to get started to be great.”

THE IMPLICATIONS OF PLANNING TO GOVERNANCE

It should be remembered that economic development planning is fundamentally a process of defining “what to do and how to do it”. By definition it is also an iterative process whereby a region continually evaluates and responds to new external and internal circumstances and challenges as well as changes in the goals and desires of its residents. That being said, a strategic plan is exactly that: a plan. The process of “doing” and the process of adjusting and re-focusing lies in the process of implementation. It is one thing to have a plan, it is quite another to make sure the plan is implemented.

In defining an appropriate governance structure, care must be taken to ensure that the approach chosen contributes to essential development efforts and is not overly complicated nor confining on the one hand, nor overly loose and freewheeling on the other.

Broadly speaking within the context of ensuring economic development implementation is as effective as possible, the governance structure should be characterized by the following critical attributes:

1. Flexible, innovative and prepared for change;
2. Having adequate technical expertise to implement programming;
3. Having adequate time and resources to effectively pursue strategic priorities;
4. Clear assignment/delegation of specific responsibilities;
5. Established, ongoing process for reporting, reviewing, and evaluating efforts; and,
6. Implementation by those who are given sufficient authority to complete the job.

LESSONS LEARNED

Quite clearly the overall governance structure for economic development within the Regional Municipality of Wood Buffalo must build from the input, advice and participation of key regional stakeholders working cooperatively with the Regional Administration to promote and foster broad based and responsible regional economic development within the Municipality. The structure should be premised on creating a strong, inclusive and cooperative approach to regional economic development; an approach that recognizes and builds on the essential contributions and value of each participant and participating organization in this important, though difficult challenge.

GOVERNANCE PRECONDITIONS WITHIN THE MUNICIPALITY

There already exist certain conditions or considerations within the Regional Municipality of Wood Buffalo that will have an impact on the choice of governance structure, namely:

1. The municipal economic development function is already resident within the administrative and operational structure of the Municipality. While not fully defined in terms of its regional strategy (the subject of this exercise) it is nonetheless part and parcel of the broader municipal strategic planning effort.
2. An MOU was signed with the Government of Alberta (Fall 2007) in which the Municipality became a Regional Economic Development Alliance (REDA) within the Provincial REDA network. Typically a REDA is a representative alliance of communities, stakeholders and interest groups organized to provide leadership in economic development as well as to coordinate, manage and oversee related goals and initiatives. A REDA is eligible to receive funding support from the Province; specifically annual unmatched funding plus up to \$60,000 in matched funding through the Regional Development Branch of Alberta Finance and Enterprise. REDAs are also well positioned to leverage other resources from other provincial departments, governments and organizations.

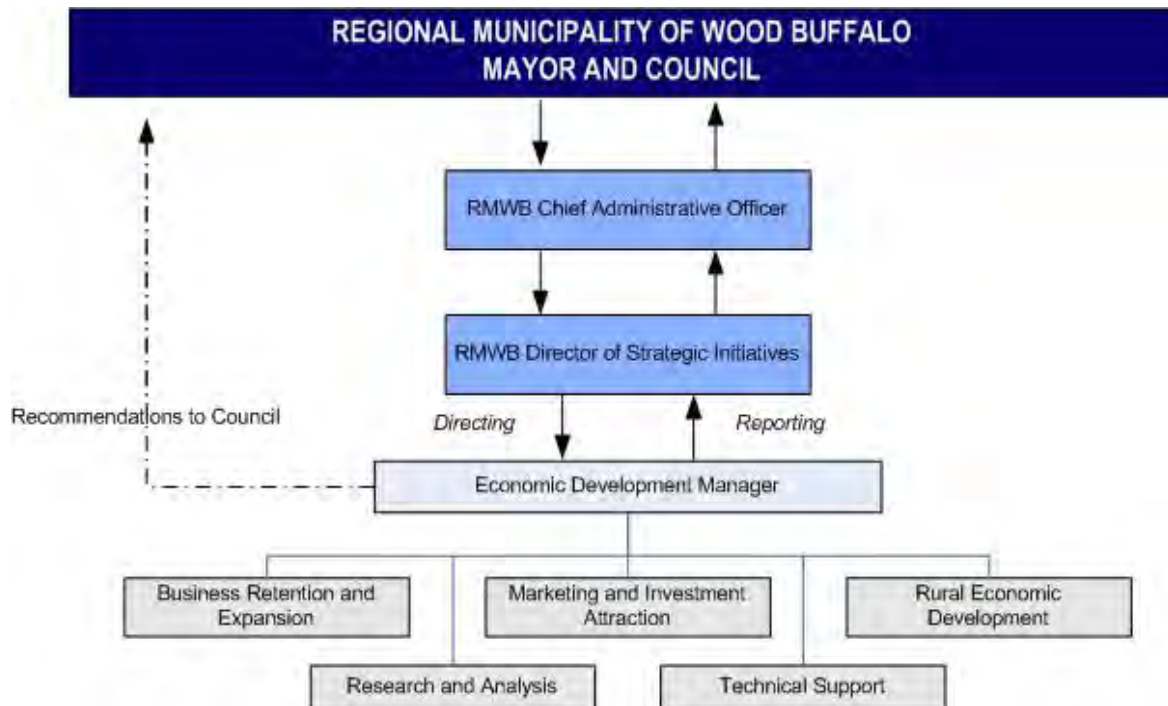
In addition to these considerations it should be pointed out that the Municipal Economic Development function is relatively new, lacking a historical track record from which it can build.

GOVERNANCE ALTERNATIVES 2

Within the realm of economic development departments, authorities and organizations throughout Canada and internationally there are a variety of different governance models. In each case the governance approach is one that has been customized to reflect unique community/regional circumstances and to satisfy specific local priorities relative to responsibility, accountability and impact.

In essence there are three different governance formats or broad variations on the same theme: a line department within the Municipality (e.g., City of Red Deer), a public/private partnership (e.g., Calgary, Edmonton), or a private sector driven initiative (in this instance most representative models are US based, e.g. Houston, Texas and Fairfax County, Virginia). Within the context of the first two formats, there are three separate approaches that might realistically be pursued within the context of the Regional Municipality of Wood Buffalo. A brief narrative describing each possibility together with a graphical depiction of each follows.

March 30, 2010

MODEL ONE: Economic Development as a Line Department

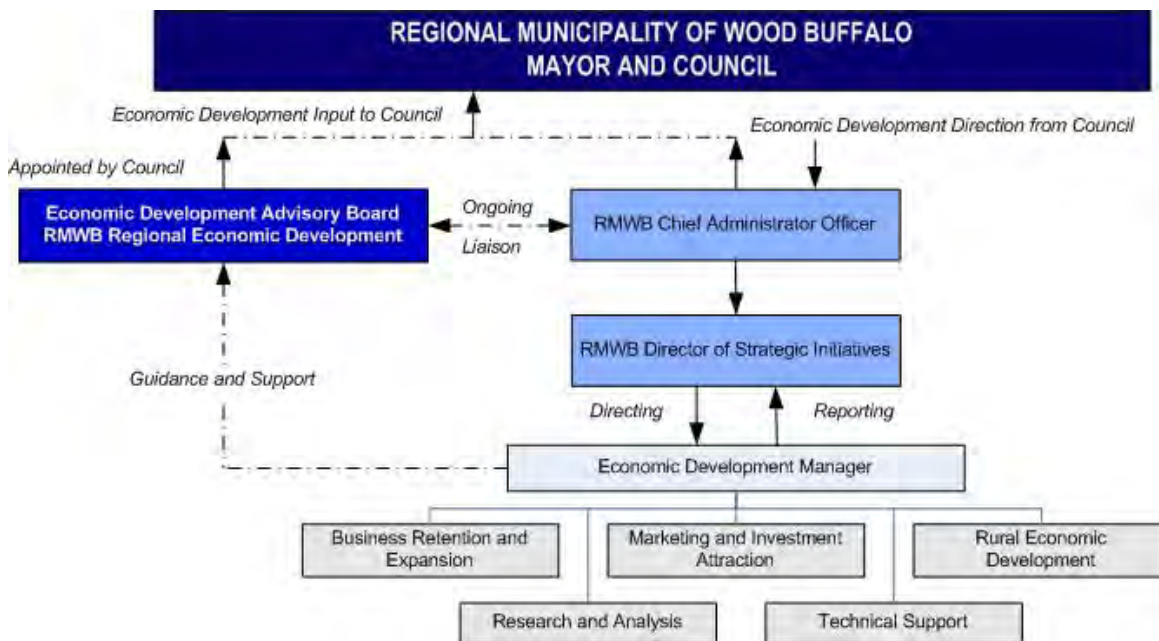
Overview: This governance model envisions a fully integrated economic development function within the context of the municipal administration. The function takes its direction from Council and the CAO as any line department would. In practice economic priorities and activities; budgeting, reporting and accountability will be an internal process. While stakeholder engagement/input is not a formal process it is sought on an as needed basis. This model would represent status quo for the Municipality as it closely represents the existing situation.

Advantages and Disadvantages:

Advantages:	Disadvantages
<ol style="list-style-type: none"> 1. Municipal priorities (Council) take a predominant position in economic development direction and activities. 2. There is a clear reporting structure for Economic Development. 3. Access to/built in cooperation with other municipal departments/agencies and the services/resources they can bring to the table, e.g. planning. 4. Confirmed budgets/resources. 	<ol style="list-style-type: none"> 1. Lacks substantive/formal stakeholder input/engagement and collaboration in setting priorities and implementing plans. 2. May lack the ability to access funding from federal and provincial programs that may not be readily available to the Municipality. 3. Lack of formalized stakeholder involvement may hinder collaborative efforts and reduce partnership opportunities. 4. Lack of formalized stakeholder involvement may necessitate the end of municipal involvement in the REDA network.

March 30, 2010

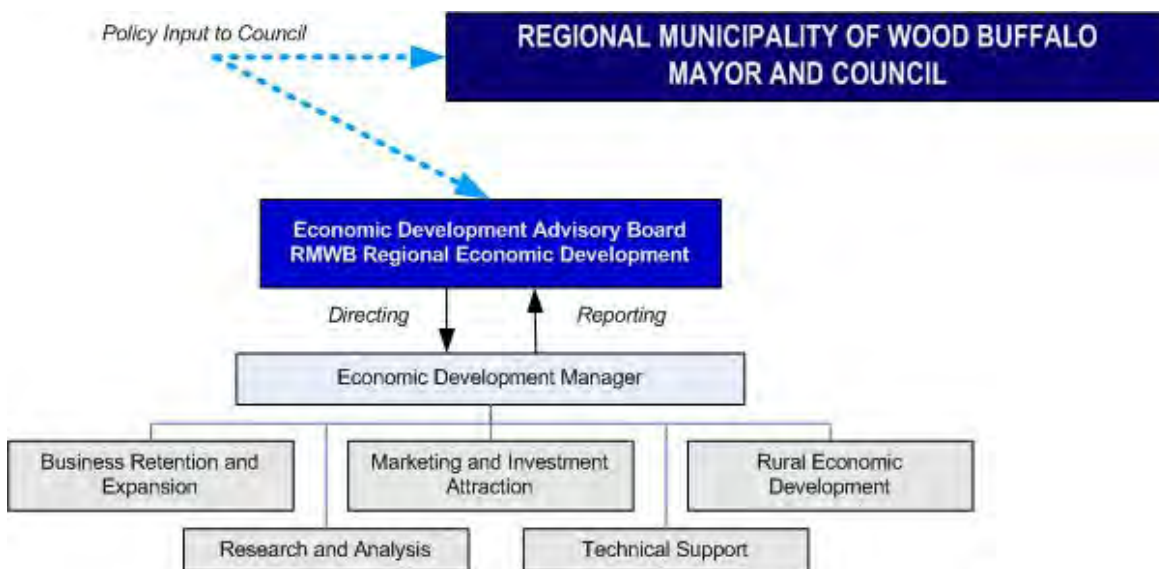
MODEL TWO: Economic Development as a Line Department with Formal Stakeholder Input/Guidance



Overview: Similar to Model One, this governance model envisions a fully integrated economic development function within the context of the municipal administration but also includes ongoing stakeholder engagement/input via a Council appointed Economic Development Advisory Committee. The function takes its direction from the CAO and utilizes Advisory Committee input to ensure programming is focussed, relevant and effective.

Advantages and Disadvantages:

Advantages:	Disadvantages
1. Close working relationship between Council, Administration and Advisory Committee.	1. Lack of clear independence of the Economic Development function.
2. Provides opportunity for Advisory Committee to gain experience in developing Economic Development initiatives.	2. Potential for conflict between Board and Municipal administration if their respective positions on economic development matters differ.
3. Clear administrative reporting and accountability for Economic Development function.	3. Municipal administrative processes could hinder the ability of the Committee to respond to urgent economic development matters.
4. Economic Development function can avail itself of internal Municipal supports.	
5. Confirmed budgets/resources.	

MODEL THREE: Economic Development Authority (Public Private Partnership)

Overview: This governance model envisions a fully independent economic development function with predominantly Municipal financial support yet only occasional input/advice from the administration (Regional Municipality of Wood Buffalo). The function takes its direction from the Advisory Committee which is appointed by Council and reports back to Council.

Advantages and Disadvantages:

Advantages:	Disadvantages
<ol style="list-style-type: none"> 1. Advisory Committee activities independent of Municipal bureaucracy and the Municipal political system. Able to handle/undertake projects that might be less politically attractive. 2. Economic Development policy input and recommendations are driven by stakeholder interests. 3. Independent body would have the ability to access funding from federal and provincial programs that may not be available to the Municipality. 4. Independent body would have increased flexibility to access resourcing (financial, human resources, etc) from industry and other stakeholders. 	<ol style="list-style-type: none"> 1. Municipal policy input, recommendations and projects are minimized. 2. Concerns with initial Advisory Committee capacity to deliver because of inexperience. 3. Less accountability for Municipal funding. 4. Less cost effective. Independent advisory Committee would require additional funding for recruitment, communications, annual audits, etc. 5. Priorities of the Advisory Committee may not coincide with Municipal priorities leading to potential conflict.

RECOMMENDED STRUCTURE **3**

The challenge of achieving successful economic development relies equally on careful strategic planning and proper systems of governance. Throughout this planning effort the consultants have endeavoured to collect and assess a broad array of thoughts, ideas and inputs of concerned stakeholders respecting the Municipality's strategic plan and on how they thought the Municipality should best implement that plan. Further we have combined these inputs with our own research on alternative governance methodologies and best practices and weighed these collective insights with current circumstances within the Municipality. Based on this analysis it is clear that the most effective/appropriate structure for the Municipality at this point in time is:

MODEL TWO: Economic Development as a Line Department with Formal Stakeholder Input/Guidance

This proposed structure offers several notable advantages:

1. It allows time for building and establishing the capacity to effectively undertake critical economic development initiatives;
2. There is a clear assignment/delegation of responsibilities;
3. There is sufficient resources and confirmed budgets to effectively pursue strategic priorities;
4. There is a transparent process for reporting, reviewing, and evaluating efforts;
5. It satisfies REDA pre-requisites and allows for a ready and immediate delivery of critical REDA programming,
6. There is a built in relationship with essential Municipal departments and divisions; and
7. It gives sufficient authority to complete the job.

Under this model an advisory committee would be established through enactment of a Municipal Bylaw. The bylaw would establish specific parameters around the mandate of the committee along with its level of authority and membership.

MANDATE

Simply stated, the purpose of establishing an advisory committee is to have a formalized process whereby the Municipality can engage relevant stakeholders to receive feedback and advice as it looks to implement the Wood Buffalo Regional Economic Development Strategy. Such a

mechanism is based on regional economic development best practices which show that the most successful regional economic development efforts are those that are based on cooperation and collaboration between organizations that have different, yet complimentary roles to play.

The establishment of an economic development advisory committee will constitute an efficient and valuable tool to ensure that the Municipality's economic development efforts are being directed toward those initiatives that have the greatest potential for maximum regional benefit. Specific matters that would fall within the purview of the advisory committee will include:

1. To act as a sounding board and provide feedback concerning the implementation of regional economic development initiatives;
2. To act as the REDA governing body and provide guidance in the establishment of REDA priorities;
3. Utilizing the appropriate administrative process provide economic development related advice to Municipal Council and the Manager of Economic Development;
4. Encourage the development of regional economic development initiatives aimed at strengthening the local business base;
5. Promote the Regional Municipality of Wood Buffalo as a destination of choice to live, work and do business; and
6. Assist with the identification of opportunities for economic diversification.

AUTHORITY

The primary role of the advisory committee will be as a provider of feedback and advice and as such does not require a significant level of autonomy. However, the committee should be entrusted with some level of authority especially when concerning matters of the REDA. While the advisory committee would not have any direct role to play in the direction of Municipal staff it would be required to provide input into the development of annual REDA operational plans.

As per REDA funding arrangements the REDA must design an annual operations plan that is based on the goals and objectives as set out in the Wood Buffalo Regional Economic Development Strategy. With assistance from the Economic Development branch the advisory committee would identify those initiatives that it deemed to be of priority and suggest estimated budgets to be allotted to each initiative utilizing any REDA grant funding that may be available. However, financial tracking and municipal budgeting processes would continue to fall within the responsibility of municipal administration. Also, the advisory committee would be limited to suggesting assignment of only those funds that have been accessed through REDA grant processes. No additional municipal operating funds outside of the REDA grant funding would be allotted to specific initiatives unless approved of through regular municipal administrative processes.

MEMBERSHIP

The advisory committee should consist of 12 – 15 members that would be appointed by the Municipality through a competitive application process. Committee members must be able to demonstrate the required skill set and level of experience that would be necessary to ensure effectiveness as a member of the advisory committee. In order to ascertain whether a specific candidate exhibits the required qualifications prospective candidates would be required to submit an expression of interest to become a member of the committee. The submissions would then be vetted through an established process whereby the most suited candidates would be selected to be appointed to the advisory committee.

Appointments would be for a duration of 2 to 3 years and a mechanism should be built in to ensure some degree of continuity in the committee. Appointments would be based on individual suitability and “best fit” with the desired committee make up. The exact make up would be established prior to advertising for expressions of interest and candidates would be asked to specify those positions for which they are applying. A potential committee make up could consist of the following:

Municipality (1 Council, 1 Senior Admin)	Tourism (1 Representative)
Business (1 Aboriginal, 1 Non-Aboriginal)	Transportation (1 Representative)
Industry (1 Mining, 1 Insitu)	Health (1 Representative)
First Nations (1 Representative)	Education (1 Representative)
Metis (1 Representative)	Rural Hamlets (1 Representative)
Business Support Services (1 Representative)	Provincial Government (1 Representative)
Member at Large (1 Representative)	

In order to ensure openness and transparency in the appointment process the Municipality would advertise which positions are being recruited and which specific qualifications candidates are to be judged upon. For example, prospective candidates for a position as a business representative may be required to demonstrate membership in either the Fort McMurray Chamber of Commerce or the Northeast Alberta Aboriginal Business Association as a minimum requirement to be appointed to the advisory committee as a business representative.

It should also be noted that since the advisory committee will be entrusted with information that may be of a sensitive nature utmost care should be taken to ensure appointees subscribe and adhere to a Code of Conduct that specifically outlines policies and procedures concerning committee communications, confidentiality and other forms of acceptable conduct.

COST

In order to ensure the successful establishment the advisory committee the municipality will need to incur costs aimed at incorporating a committee development strategy. Such costs may include advertising, travel, consulting fees, legal fees, etc. While these costs may be somewhat significant they should fall within the responsibility and current budget levels of the Economic Development Branch. As such it is anticipated that no additional funds will be required in the 2010 fiscal year. Furthermore, it is expected that committee development activities will be an acceptable use of REDA funding and many costs associated with committee establishment may be off set through the REDA grant funding process.

On a go forward basis the Economic Development Branch must budget additional funds for committee meetings, committee member travel, committee development, etc. These costs should not be extraordinary but will constitute the Municipality's investment into developing a strong and constructive regional economic development function.

Finally, it should be noted that based on current staffing levels the Economic Development Branch has the capacity to undertake the necessary committee development activities. However, as the committee and the economic development function develops and begins to implement broader and more complex initiatives it will become necessary to increase staffing levels in order to take full advantage of regional economic development opportunities and provide the best return on investment. While the advisory committee should be encouraged to help identify needs regarding specific skill sets, any potential increases in staffing levels will fall strictly within the realm of the municipal budgetary process.

FUTURE DEVELOPMENT

Economic development is a decidedly long term process and as such it is often prudent to review all organizational process including systems of governance on a regular basis. At regular intervals each internal process should be evaluated on the basis of activities, results and value. Within this context it is conceivable that the system of governance might change in the future as the organization gains more experience and as municipal priorities and interests evolve.

As such it is recommended that the governance system be monitored over a period of three years and be reviewed after the completion of the three year period. If warranted the Municipality may desire to adjust the role of its economic development advisory committee or as has been the case in many jurisdictions, move toward a more autonomous economic development authority.

Attachment 3: Stakeholder Engagement

STAKEHOLDER WORKING GROUP (SWG) <i>External Stakeholders</i>		
Jim Foote Keyano College Cliff Maron Urban Development Institute of Wood Buffalo Debbie McGlenen Urban Development Institute of Wood Buffalo Sally Warford Fort McMurray Regional Airport George Brosseau Alberta Finance & Enterprise Diane Farkouh Oil Sands Developers Group Susan Shave Alberta Employment And Immigration	Ron Huppie Northeast Alberta Aboriginal Business Association Randy Edison Community Futures Wood Buffalo Cheryl Alexander Northeastern Alberta Aboriginal Business Association Denise Barrow Fort McMurray Tourism Tony Punko, Wood Buffalo Métis Corporation Clay Buchanan Alberta Employment and Immigration	Dave Kirschner Northern Alberta Development Council Jacob Irving Oil Sands Developers Group Margaret Whiteknife Economic Development, Athabasca Tribal Council Mike Linn Northern Lights Health Region Ted Doleman Fort McMurray Chamber of Commerce Ross Jacobs Community Futures Wood Buffalo
MUNICIPAL RESOURCE TEAM (RT) <i>Internal Resources from the Municipality</i>		
Jeff Penney Economic Development Henk Van Wass Assessment & Taxation, Darcy Elder Public Works Carole Bouchard Family and Community Support Services	Marcel Ulliac Strategic Initiatives Salem Abushawashi Engineering Services Suzanne Hutchings Labour Relations & Compensation Laurene Viarobo Planning & Development	Glen Smith Parks & Recreation Andrew Stuckey Communications Dennis Peck Planning & Development Patty King Finance

Community Sessions

Anzac	January 14, 2009
Conklin	August 10, 2009
Fort Chipewyan	April 8, 2009
Fort MacKay	January 13, 2009
Fort McMurray	January 21, 2009
Fort McMurray	January 19, 2009
Janvier	May 20, 2009

Subject: Regional Municipality of Wood Buffalo Ten Year Plan to End Homelessness Funding Allocation

APPROVALS:

Kelly Kloss, Chief Administrative Officer (Interim)
Carol Theberge, k Divisional Manager
Carole Bouchard, Director

Administrative Recommendation(s):

1. THAT \$1,916,152.00 of Federal and Provincial grant funding for the 10 Year Plan to End Homelessness be allocated as follows:

▪ Fellowship Baptist Church, Center of Hope (Extended hours).....	\$ 84,240
▪ Fellowship Baptist Church, Center of Hope (Housing First).....	\$228,844
▪ Fort McMurray Association for Community Living (emergency fund).....	\$204,528
▪ Fort McMurray Association for Community Living (employment counselors)....	\$109,410
▪ McMann Youth Family and Community Services Association (Housing First)....	\$127,262
▪ Salvation Army (Transit pass)	\$ 8,970
▪ Salvation Army (Rent Shortfall)	\$623,900
▪ Wood Buffalo HIV & AIDS Society (Housing First).....	\$524,998
▪ Wood Buffalo Housing & Development Corporation (Data Entry).....	\$ 4,000

Summary:

In order to disperse funding related to the Ten Year Plan to End Homelessness (The Plan), the Community Services Advisory Committee is submitting recommendations to Council for their approval. The funds to be allocated are grants from the Government of Alberta and the Government of Canada.

Background:

Since 2001, the Regional Municipality of Wood Buffalo has acted as the Community Based Organization responsible for the dispersal of funds contributed by the Federal and Provincial Governments to community organizations. The funds have been dispersed based on the previous Community Plan on Homelessness and Affordable Housing but it is now based on the new Ten Year Plan to End Homelessness that was approved by Council on March 23, 2010. The funding is confirmed from Alberta Housing and Urban Affairs and the Federal Ministry of Human Resources and Social Development to fund local projects and cover some administrative costs.

The Municipality, as a member of the Homelessness Initiative Strategic Committee, has helped community organizations build capacity to end homelessness.

The process for notifying community organizations about the opportunity to receive funding included several meetings with organizations who provide services to the homeless or at risk population in Fort McMurray. As well, the call for proposals was advertised in the Fort McMurray Today newspaper on three separate occasions; March 12, 2010, March 19, 2010 and March 26, 2010.

Administration received nine proposals. The amount of funding available for allocation for the 2010/2011 year is \$1,916,152. One proposal was not funded which was to offer the same service as one of the funded activities. It is recommended that the incumbent organization be funded to continue to offer the service. The unsuccessful applicant for this activity will receive funding for two other activities included in the nine proposals. One group did not apply for funding but will receive an allocation for data entry as mandated by the Government of Alberta. Applications were screened for compliance with The Plan's priorities and reviewed by the Homelessness Initiative Strategic Committee on April 13, 2010. All applications and recommended allocations were reviewed and approved by the Community Services Advisory Committee on May 11, 2010.

Alternatives:

1. Allocate funding based on compliant requests.

Budget/Financial Implications:

Funding for Homelessness is provided through Provincial and Federal annual grant allocations. The funds are dispersed, as approved by Council, and guided by the current Community Plan on Homelessness. There is no impact on the Municipality's 2010 Operational Budget.

Rationale for Recommendation(s):

The funded applicants met the guidelines as outlined in the Ten Year Plan to End Homelessness.

Attachments:

1. Summary of Funding Recommendations
2. Summary of Proposals

REGIONAL MUNICIPALITY OF WOOD BUFFALO
TEN YEAR PLAN TO END HOMELESSNESS
 Federal Homelessness Partnership Strategy (HPS) \$401,663
 Provincial Outreach Support Funding \$1,514,489
2010/11 AVAILABLE FUNDING: \$1,916,152

COMMUNITY PLAN ON HOMELESSNESS AND AFFORDABLE HOUSING 2010/2011				
Grant No	Organization	Priority	Amount Requested *	Recommended Allocation
CPH-200910-01	Fellowship Baptist Church, Center of Hope (Extended hours)	Maintain Existing Resources	\$114,264	\$84,240
CPH-200910-02	Fellowship Baptist Church, Center of Hope (Housing First)	Housing First	\$363,918	\$228,844
CPH-200910-03	Fort McMurray Association for Community Living (Emergency fund)	Housing First	\$395,111	\$204,528
CPH-200910-04	Fort McMurray Association for Community Living (Employment counselors)	Housing First	\$150,100	\$109,410
CPH-201011-05	McMann Youth Family and Community Services Association (Housing First)	Housing First	\$169,108	\$127,262
CPH-201011-06	The Salvation Army (Rent Shortfall)	Housing First	\$623,900	\$623,900
CPH-201011-07	The Salvation Army (Transit pass)	Maintain Existing Resources	\$12,018	\$8,970
CPH-201011-08	Wood Buffalo HIV & AIDS Society (Housing First)	Housing First	\$650,568	\$524,998
CPH-201011-09	Wood Buffalo Housing and Development Corp	Maintain existing resources		\$4,000
	The Salvation Army (Emergency Fund)	Housing First	\$104,450	Do not Fund
		TOTAL	\$2,583,437	\$1,916,152

* Agencies submitted funding requests for one year. Amount recommended for allocation is for nine month funding based on total available allocation.

SUMMARY OF PROPOSALS

Grant	Name of Organization	Purpose	Comments
CPH-201011-01	Fellowship Baptist Church, Center of Hope (Extended hours)	To continue operating day time drop in center on Weekends and holidays	Maintain existing resources in the community
CPH-201011-02	Fellowship Baptist Church, Center of Hope (Housing First)	To employ 3 Coordinators to do intensive case management with Housing First Clients to house a total of 60 homeless individuals up to Mar 30, 2011	Housing First Coordinators provide essential intensive case management support to those housed
CPH-201011-03	Fort McMurray Association for Community Living (Emergency fund)	To remove small financial barriers that prevent individuals from attaining permanent housing (initial startup costs, arrears, etc)	These financial barriers are sometimes the only barrier to permanent housing.
CPH-201011-04	Fort McMurray Association for Community Living (Employment counselors)	To hire employment counsellor to work with Housing First Clients recently housed to secure employment/volunteer opportunities	Will work to complement the Housing First Coordinators at Center of Hope, HIV/Aids, And McMann
CPH-201011-05	McMann Youth Family and Community Services Association (Housing First)	To hire a housing first coordinator and a support worker to house 18 homeless individuals up to Mar 30, 2011	Housing First Coordinators provide essential intensive case management support work to those housed
CPH-201011-06	The Salvation Army (Rent Shortfall)	To provide a temporary supplement to rental rates for Housing First clients	This fund is critical to give homeless individuals the opportunity for independence
CPH-201011-07	The Salvation Army (Transit pass)	To distribute bus passes/tickets to those homeless and at risk of homelessness	Bus tickets/passes are donated by the Municipality; The Salvation Army administers the program
CPH-201011-08	Wood Buffalo HIV & AIDS Society (Housing First)	To expand the program to include 6 housing first coordinators to house a total of 105 homeless individuals up to Mar 30, 2011	Housing First Coordinators provide essential intensive case management support to those housed
CPH-201011-09	Wood Buffalo Housing & Development Corp	To input data from April 1, 2009 to June 30, 2010	Data input mandated by the Province.

**Subject: Wood Buffalo Volunteer and Information Centre Funding
Allocation for 2010 Operations****APPROVALS:**

Kelly Kloss, Chief Administrative Officer (Interim)
Carol Theberge, Divisional Manager
Carole Bouchard, Director

Administrative Recommendation(s):

THAT \$100,000 be allocated to Wood Buffalo Volunteer and Information Centre from the FCSS Reserve for the purpose of funding Wood Buffalo Volunteer and Information Centre 2010 Operations.

Summary:

Wood Buffalo Volunteer and Information Centre has requested 2010 emergency funding for this current year's operations. The Board met with the Public Services Divisional Manager on May 20, 2010 and identified that they were unsuccessful in receiving much of the funding that they were anticipating to utilize for their current year operations and are in desperate need for additional funding in order maintain their program. The funds to be allocated are from the Family and Community Support Services Reserve funded from a Government of Alberta grant.

Background:

Wood Buffalo Volunteer and Information Centre has been funded through the Community Initiatives Grant Program under the Community Services Department since its inception in 2006. Every year they have received \$55,000 for operational funding. In the past year Wood Buffalo Volunteer and Information Centre has expanded their services and subsequently hired additional staff. They have been successful in recruiting a very capable Executive Director in the hope of securing additional core funding. Unfortunately the organization is finding themselves, in a desperate situation with enough operational funding to continue for only a few more months as outlined in their business case requesting additional funding in Attachment 1.

They are entering into an agreement with United Way to receive funding in the amount of \$30,000 which will cover two months operations. Historically Volunteer Centre's within Alberta have been funded through FCSS dollars as well as combination of other private and non-profit grants including United Way funding.

Budget/Financial Implications:

For 2010 Volunteer Wood Buffalo will receive \$55,000 from Community Initiatives funding and \$15,000 from Family and Community Support Services Community Development Funding. In

addition, Administration is requesting that Wood Buffalo Volunteer and Information Centre receive \$100,000 in emergency funding for their 2010 operations. The request can be funded through the FCSS Reserve. In the past, Wood Buffalo Volunteer & Info Centre has been funded yearly through the Community Services Department, Community Initiatives Grant budget. Administration is proposing that for future years, Wood Buffalo Volunteer and Information Centre submit its funding request through the Family and Community Support Services operating grant budget and that this organization receive administrative support to access other sustainable funding sources.

Currently the FCSS balance of Reserve is \$164,625.86. The funding was designated to be used for "future program development". The Wood Buffalo Volunteer and Information Centre funding request falls within the Family and Community Support Services mandate by promoting volunteerism and volunteer administration which has a direct link to the program listings of Family and Community Support Services.

Rationale for Recommendation(s):

This is a valuable program and service within our region. If the funds are not allocated, the program will cease to exist. The funded request meets the mandate guidelines as outlined in the Family and Community Support Services Act and Regulations and the guidelines of the FCSS Reserve.

Attachments:

1. Wood Buffalo Volunteer and Information Centre Funding Request (10pgs)

Wood Buffalo Volunteer & Information Centre 2010 Budget

Revenue	I n R	Vol Centre	SAY prgm	2010
Surplus				
Regional Municipality of Wood Buffalo		\$155,000		\$155,000
Suncor online grant proposal			\$10,000	\$10,000
STEP Grant			\$3,000	\$3,000
Enhancement Funding		\$1,750		\$1,750
Video Conferencing		\$2,000		\$2,000
Donations		\$1,000		\$1,000
Contracts (both grants)	\$46,202			\$46,202
United Way		\$30,000		\$30,000
Gift-In-Kind Donations				
TOTAL REVENUE	\$46,202	\$189,750	\$13,000	\$248,952

Expenses	I n R	Vol Cent	SAY prgm	2010
Facility Rent	\$5,000	\$5,000	\$1,000	\$11,000
Wages	\$42,500	\$107,000	\$5,000	\$154,500
Benefits - CPP/EI	\$1,800	\$4,200	\$1,000	\$7,000
Benefits - Dental/Medical		\$5,000		\$5,000
Other wages - summer students/contracts			\$10,500	\$10,500
Staff Development	\$1,000	\$3,000		\$4,000
Staff Expenses	\$500	\$800	\$200	\$1,500
Staff Travel	\$1,700	\$2,700	\$600	\$5,000
Professional Fees/Contracted services	\$2,000	\$3,000		\$5,000
Accounting/Audit	\$2,000	\$8,500		\$10,500
Marketing & Communications	\$4,000	\$6,000		\$10,000
Bank Charges		\$500		\$500
Catering/Events	\$400	\$600	\$1,000	\$2,000
Computer Supplies	\$900	\$2,600		\$3,500
Equipment & Repairs	\$500	\$1,000		\$1,500
Insurance		\$2,500		\$2,500
Memberships	\$200	\$800		\$1,000
Networking & Partnerships		\$1,000		\$1,000
Office Supplies	\$1,200	\$1,200	\$600	\$3,000
Postage/Courier		\$1,000		\$1,000
Telephone	\$1,000	\$2,000		\$3,000
Volunteer Recognition		\$2,000		\$2,000
Venue Rental	\$200	\$800		\$1,000
Board Expense		\$2,000		\$2,000
TOTAL EXPENSES	\$64,900	\$163,200	\$19,900	\$248,000
	-\$18,698	\$26,550	-\$6,900	\$952

194 Grenfell Crescent, Gregoire Park Centre
Fort McMurray, AB, T9H 2M6
Phone : 780-791-9333 Fax : 780-750-4333
info@volunteerwoodbuffalo.ca



To: Carol Theberge/Carole Bouchard
Date: May 25, 2010
Re: Volunteer Wood Buffalo

Four years ago, Volunteer Wood Buffalo emerged from a storage room and was lead by a group of McMurrayites determined to keep the local volunteer center alive. While the diversity of the group was wide spread, it only strengthened our values and brought us together with energy and determination. These last 4 years have proven to be hard with many barriers. This organization has been able to prove its worth in gold through community feedback, public support and ever-growing followers. Attached in our package is a plethora of information and support from varying sources within our community.

While our support has grown substantially, avenues of obtaining Core Funding has been a challenge. We have made applications to several Government Grants, approached various potential industry partners, and continued to source other means of core funding. The reality is Government grants became harder to secure and industry prefers to fund project specific initiatives that they can attach their name to. Included in this package is a sample of the funding sources we have approached, including our United Way applications and AGLC submissions with their responses. We have exhausted our options and find ourselves in a situation of having to ask for emergency funding in order to remain sustainable for the remainder of the 2010-year.

Currently in order to maintain sustenance in our current capacity, we require \$100,000.00 for the remainder of the 2010 year, or \$16,667.00 monthly until the end of December. This would allow us retain the staff that we have already invested so much time and effort in; the folks who truly breathe the life into our agency. One-hundred thousand dollars would not allow for the addition of expanded services or the development of new programs. It will however permit us to maintain the quality ones that we have already been providing to this region.

Our search for funding has not ended, and we intend on seeking other options including but not limited to our own fundraisers catering to the Region. That said, without the confirmation of approved funds at this point, we as a board do not feel that it is fair to our staff to ask them to live month by month without knowing if there will be a VWB to come back to. We in good conscience could not ask them to provide the required services with this reality looming over their heads. More so, the loss of the Volunteer Center has other consequences. Not only will programs that have had a huge impact on youth and the nonprofit agencies in the region cease but the loss of this agency would also have dyer effects on the newly established Wood Buffalo Community Village, of which we are a founding member and our executive director currently sit as the chair. Our ED has been a source of inspiration and displayed keen initiative to this group. She continues to instill the values that the Village was founded upon.

In short, we have funds to get us through until the end of June, but we will be closing the doors as of July 1, 2010. Without Core Funding locked up, the municipality will have a gap in the necessary services we provide. On a personal note, I have had the privilege of sitting on scores of boards and logged countless volunteer hours during my tenure in this community and I never have seen the growth and warm embrace that this agency has been given. On behalf of the Volunteer Wood Buffalo Board of Directors and Staff, I thank you for your consideration of finding the funds needed to help us get back on track and give the region the services it deserves in this capacity.

Respectfully,

Steve Kelly
Chair
Volunteer Wood Buffalo

194 Grenfell Crescent, Wood Buffalo Community Village
Fort McMurray, AB, T9H 2M6
Phone : 780-791-9333 Fax : 780-750-4333
info@volunteerwoodbuffalo.ca



March 31, 2010

Carol Theberge
General Manager, Community Services
Regional Municipality of Wood Buffalo

Dear Carol,

Volunteer Wood Buffalo is a nonprofit organization with a mission to promote, support and develop volunteerism within the Regional Municipality of Wood Buffalo. As the Executive Director I believe with the support of the Municipality, we can enhance the quality of life for residents and the nonprofit sector through educational preprogramming, support services, recruitment and referral and awareness.

Volunteer Wood Buffalo has been very successful in revitalizing the organization into a vital community resource and we are hoping to continue the positive forward momentum we have begun. Our current operations agreement with Community Services for the 2008 – 2010 term was \$55,000. We have outgrown our infancy by retaining passionate and exceptional staff members, increasing our visibility within the community, offering dynamic and professional services, increasing the attendance at events, workshops and celebrations and delivering educational presentations geared towards targeted audiences.

We are looking to the Municipality for increased financial support for our future agreement, commencing in 2011.

Volunteer Wood Buffalo is very grateful for your continued support and commitment to enhance and maintain organizational capacity and effect positive change within our community. Your contributions have allowed us the opportunity to enhance our role in the Regional Municipality of Wood Buffalo.

Please find enclosed a case for support for the proposed increase for our 2011 agreement.

Do not hesitate to contact me if you have any questions or concerns.

Sincerely,

Cassandra Flett
Executive Director

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Case for support for increase of operations agreement with Community Services, RMWB

Volunteer Wood Buffalo is the local volunteer centre designed to promote, develop and support volunteerism in the Wood Buffalo Region. The essence of community lies in the level of community engagement and the collaboration of community partnerships. The organization is focused on leadership, partnerships, collaborations and networking for programs and projects aimed towards the awareness and promotion of volunteerism within our community. The education around volunteerism is done through presentations in schools; discussing the benefits of volunteering and how to get involved for a variety of ages, booth displays at a variety of venues and events and the recognition of local volunteers through weekly profiles in the paper, inspiring others.

Volunteer Centres have developed significant expertise in the area of volunteerism through the development of programs, research and training. The centres are committed to resolving issues influencing the way people volunteer by reducing the barriers and promoting safe and meaningful volunteer opportunities. Over the last two years, Volunteer Wood Buffalo has worked diligently to access the needs of the Regional Municipality of Wood Buffalo and become actively involved within the community through various partnerships and networks. The organization's re-vitalization process has been very successful. Through partnerships developed with organizations for our summer youth program, to networking with agencies, to representing the sector on a variety of committees and boards; our organization may not only represent the homeless, the aged, or disadvantage but we represent all nine sub sectors from education, to health, to faith, to social services.

Value:

Our goal is educate and connect the community with positive volunteer experiences within different organizations, thus enhancing the quality of life and providing a safer place to live. Community engagement provides opportunities for residents to make new contacts, gain work experience, learn new skills, build self-esteem and take pride in their community, which in turn builds a better quality of life. A local volunteer centre is a vital resource in a community as a leader and advocate for volunteerism, as well as, to encourage and educate the public on volunteering for all walks of life. New residents, interested volunteers and businesses who are looking for volunteer opportunities and experiences, turn to the volunteer centre as a central communication resource between volunteers and organizations. The vital role volunteer centres play in a community is evidently a core community service with 27 centres located within Alberta and 200 throughout the country.

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Accomplishments:

Helping organizations build capacity through their volunteer programs is a fundamental goal of Volunteer Wood Buffalo and continues to be a priority through our steady growth in workshops and attendance. Our video conference equipment provides an innovative opportunity to bring more professional development workshops and training opportunities to our northern region. Some examples of successful workshops are Grab the Grants and Recruit, Retain & Recognize.

- In 2008, five workshops were offered with 101 attendees
- In 2009, nine workshops were offered with 135 attendees
- In the first three months of 2010, we have done nine workshops with 53 attendees

(Please note: Our goal is to work more with organizations focusing on volunteer program development and capacity)

Our staff maintain positions on various boards and committees. On these committees and boards we represent a variety of roles from chairperson, to volunteer advisor, to communications and marketing coordinator. These include, but not limited to:

- Get Up & Go Wood Buffalo (Paula) – Marketing/Communications
- Advisory Council for Volunteer Canada (Cassandra) – Council Member
- Advisory Council for Alberta Volunteer Centres (Cassandra) – Council Member
- Disaster Social Services (Paula & Cassandra) – Volunteer Services
- Wood Buffalo Community Village (Cassandra) – Chairperson
- Association of Information and Referral Services of Alberta "AIRSA" (Cassandra) – Region representative

Educational programming throughout local schools, businesses and among the social service sector is an essential aspect of our services. Presentations are made on everything from education and awareness around volunteerism, to the benefits of community engagement for scholarship applications and resumes.

- In 2008, more than 1,200 residents were educated on volunteerism
- In 2009, more than 16,000 residents were educated on volunteerism
- In the first three months of 2010, we are increasing our efforts to educate residents about volunteerism, the one-stop shop for local volunteer opportunities (govolunteer.ca) and the new website for service listings (informwoodbuffalo.ca)

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Celebrating and recognizing the impacts volunteers make in our community gives Volunteer Wood Buffalo the opportunity to focus on our giving region through activities such as National Volunteer Week and International Volunteer Day.

- In 2008, more than 100 attendees at our recognition event
- In 2009, more than 150 attendees at our recognition event
- There were 17 nominations for the first annual Bill Bloomfield Volunteer Recognition Award
- In 2010, we anticipate over 250 attendees throughout our event
- This year there are 10 nominations for the Bill Bloomfield Volunteer Recognition Award

Our volunteer recognition does not stop at the Fort McMurray borders. Our region spans a vast area and Volunteer Wood Buffalo has built relationships with municipal employees in Conklin, Janvier, Anzac and Fort Chipewyan over the last three years. During National volunteer week, our employees drive out to the communities (with the exception of Fort Chipewyan) and drop off personalized volunteer recognition gifts for residents.

- In 2008, more than 150 gifts were distributed in rural communities
- In 2009, more than 95 gifts were distributed in rural communities
- In 2010, we anticipate 100 gifts to be distributed in the rural communities

(Please note: We have been invited to fly to Fort Chipewyan to present one of our sessions to their community and would like to try and do it in conjunction with National Volunteer Week to hand out their gifts personally)

As our population grows and more services are offered, our organization is looking at innovative ways of connecting people through website, e-newsletters, social media and video conferencing.

- In 2008, our e-newsletter was circulated to 676 residents
- In 2009, our e-newsletter was circulated to more than 2,000 residents and organizations
- In the first three months of 2010, our e-newsletter was circulated to 800 residents and organizations
- More than 250 people are educated about volunteer opportunities or our services through Facebook and Twitter on a daily basis
- On average, about 25 local volunteer opportunities are posted on govoluteer.ca; there are 300 groups registered to use the site locally.

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Last summer, Volunteer Wood Buffalo developed its first youth volunteer program. This program allowed youth between the ages of 11 – 17 years old to get out in the community and volunteer in a kid-friendly atmosphere, while gaining life experience and making a positive difference in the community.

- 15 youth volunteered throughout the program
- Six different partnerships with community organizations were formed

(Please note: Youth felt they were active and engaged in making a difference)

Through community input sessions, we heard a need for a central location of services and have been working diligently at meeting that request. We are currently populating the informwoodbuffalo.ca website to provide an effective, proactive and user-friendly website that will eventually become a provincial database. This is a huge project that is supported by our board members and we look forward to the future of becoming an information and volunteer centre.

- 22 organizations have been entered on the website
- We've conducted 30 face-to-face meetings with local organizations

(Please note: We have partnerships with provincial and national societies to take on this project in an efficient and effective manner)

Financial Situation:

While program funding may be available to our organization; small grants towards specific projects will not provide core funding to keep the organization sustainable through its successful growth. Diversified sustainable funding is a process that takes time and not readily available to organizations in their infancy. For Volunteer Wood Buffalo to continue to offer its high level of service, we need additional funding. This includes maintaining a staff of at least two full time positions. When the organization reopened in 2007, unexpected financial barriers appeared making re-applying funding more difficult.

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Some of the unexpected barriers:

- It took more than two years to receive our charitable number but we did finally get approval through Canada Revenue Agency in September 2009
- Despite working closely with AGLC to acquire casino eligibility, changes in their policy in 2005 made it nearly impossible for volunteer centres to acquire casino funding.
- We are currently negotiating with the United Way

(Please note: Despite being in negotiations, the Board and staff of Volunteer Wood Buffalo believe that the outstanding programs and services we're delivering to this community will lead to core funding. That said, we realize this process takes some time to achieve a sustainable level of successful funding partners.)

Fund Development Strategy:

Volunteer Wood Buffalo is diligently working to pursue diversified sustainable funding through all potential funding avenues. With our newly acquired charitable number, we are currently researching charitable grants to access other funding avenues. We are also developing a membership fee to generate revenue, as well as promoting and marketing our innovative video conferencing resource.

Previous funding initiatives:

- Wild Rose Foundation – In 2008, VWB was approved for a \$50,000 match grant to hire a communications coordinator.
- Community Partnership Enhancement Fund (CPEF) with Child Family Services and Family & Community Support Services (FCSS) – granted \$33,470 for a Information and Referral project for a five month time frame; a part-time staff member was hired.
- FCSS Community Development fund – granted \$15,000 for the continuation of the Information and Referral project for an eighth month time frame
- Applied to Community Initiative Program – operations grant (awaiting response)
- Shell/Albian - online application (unable to provide support due to support this initiative)
- Suncor Energy Inc. online application – granted \$10,000 for summer youth program; a summer student is hired for this project.
- Enbridge - online application (unable to provide support for initiative due to high number of applications)
- ConocoPhillips – online application (unable to support initiative)
- United Way – in negotiations
- Big Spirit – National Volunteer Week sponsorship (\$3,000)

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- Volunteer Alberta – National Volunteer Week enhancement funding (\$1,750)
- STEP grant – Government of Alberta summer student grant (\$2,520)

Fund Development Strategies:

- Fund development committee was formed and is focused on building a new fund development strategy
- Committee to determine a possible fundraising event – look at all options and outcomes
- Membership development and strategy committee formed
- Reviewing how to build relationship with businesses (possible Corporate Council) with best practice from other volunteer centres
- Looking to build corporate relationships to hopefully go beyond just program funding but support through businesses with a clearer understanding of how each party operates and an open door communication

Volunteerism:

Volunteer Wood Buffalo has been operating throughout the Regional Municipality of Wood Buffalo for the past three years with a re-vitalized focus on civic engagement, promotion and awareness. In addition to the organization's many accomplishments as listed above, our organization will continue to build on previous initiatives, such as National Volunteer Week, the Bill Bloomfield Volunteer Recognition Award, our youth program, recognition and profiling of volunteers through local media partners, an online volunteer opportunity database (www.govolunteer.ca), education and promotion of a detailed service listing website (www.informwoodbuffalo.ca), intensive focus on presentations targeting diverse audiences and a more active presence in rural communities. All of these initiatives are a huge focus based on the needs of the community and the vision of a dedicated and passionate board.

The board of directors of Volunteer Wood Buffalo stood strong in 2006; passionate about the vital importance of a local volunteer centre. Research on successful volunteer centres have demonstrated, through the new model of recruitment and referral, that clearing houses are ineffective and inefficient and lead to volunteer burnout.

Each and every board member is very proud of this community and demonstrates their pride and continual involvement in multiple roles in the community and through their representation on our board. The board is a great example of leadership and their passion is evident when they collaborate with one another and with their staff. They are active ambassadors of community engagement.

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Request:

Volunteer Wood Buffalo is requesting \$125,000 for a new operations agreement with Community Services to provide stability of program and service delivery from 2011 – 2014 by which time funding alternatives will come to fruition. As per the mandate and goals of Volunteer Wood Buffalo and the expectations according to our previous operations agreement, we have re-established a strong delivers of services in the community through innovations and strong partnerships with the nonprofit sector.

We look forward to a stronger partnership with the Regional Municipality.

Sincerely,

Cassandra Flett
Executive Director

Subject: Snow Clearance Policy 2010 - PRL 150**APPROVALS:**

Kelly Kloss, Chief Administrative Officer (Interim)
Carol Theberge, Divisional Manager
Darcy Elder, Director

Administrative Recommendation(s):

THAT Snow Clearance Policy - PRL 150 (December 20, 2002) be rescinded, and that Snow Clearance Policy - PRL 150, dated June 22, 2010, be approved and become effective immediately.

Summary:

The current policy changes will clarify and improve snow removal procedures from the existing Snow Clearance Policy – PRL 150 (December 20, 2002). As this is a Council policy, changes require Council approval.

Background:

The Regional Municipality of Wood Buffalo's current policy bases the snow removal trigger level at 20 centimeters of freshly accumulated snow. The current recommendation is to base snow removal service on snow pack conditions of 10 centimeters (cumulative snow pack) rather than single significant events leading to snow accumulation. In using a cumulative effect approach to trigger snow removal, packed snow will be calculated with freshly fallen snow, resulting in the reaching of trigger levels sooner and the removal of snow in a more timely fashion.

To further improve service, an additional trigger point of 30 centimeters during a snow event has also been included in this amendment. In order to ensure greater efficiency in snow clearance operations the new policy addresses the types of removal methods that will be utilized during the snow removal process. The existing 2002-2003 policy states (section 2.10 (k)) that residential streets shall not be plowed to bare pavement during a snow event. The new 2010 policy has eliminated this clause so that snow removal to bare pavement will be the method of choice unless weather conditions warrant that alternative snow removal methods must be used. In employing different types of snow removal methods the Municipality will allow for greater efficiency in snow maintenance operations. Some minor administrative changes have also been implemented in the new policy and are detailed in Attachment 1.

The amendments recommended in this policy change are being brought forward under the philosophy of the Municipality's customer driven perspective and will result in an increase of snow removal service levels for Wood Buffalo residents.

Alternatives:

1. Adopt the proposed amendments.
2. Amend the policy to provide for adoption of only some of the proposed changes.
3. Do not amend the policy.

Budget/Financial Implications:

It is anticipated that the budget will not increase because of amendments to the existing policy. The intent is to be able to decrease the impact of certain snow events.

Rationale for Recommendation(s):

1. Typically, snowfall in the region accumulates incrementally so including a trigger point measurement that includes packed snow is a better indicator for determining when snow removal should take place and will allow removal to occur in a more timely fashion.
2. Primary and secondary routes are cleared as a first priority, so when snow maintenance crews clear residential roadways the snow has already been packed by vehicles.
3. The recommended option of changing existing snow removal trigger levels from 20 centimeters to 10 centimeters of snow and including an additional trigger level of 30 centimeters for a snow event has been recommended to manage resources for the different circumstances that may occur during a snow event.
4. Moving to a snow pack trigger point allows for a larger storm accumulation trigger because the snow pack trigger method deals with total accumulation.
5. It is important that the Municipality be able to determine where snow removal is required and the types of snow removal methods (ie; hauling, high blades) that will be employed during removal to ensure greater efficiency in snow maintenance operations.
6. The proposed changes to the snow clearance policy will ensure better monitoring of road conditions during a snowfall and will make snow policy procedures more clear around major storm events at the end of winter and early spring.

Attachments:

1. List of Policy Changes
2. Snow Clearance Policy 2010 - PRL 150
3. Snow Clearance Policy – PRL 150 (December 20, 2002)



REGIONAL MUNICIPALITY
OF WOOD BUFFALO

List of Policy Changes

The following is a section by section synopsis of the Snow Clearance Policy changes that are going before Council in the fall of 2010.

Policy Changes:

Snow Clearance Policy PRL 150 (2002-2003)	Snow Clearance Policy 2010 - PRL 150
Not present in this policy; new inclusion	Change in the wording of statement and objective but primary focus remains the same.
Not present in this policy; new inclusion	<u>Sections 1.02, 1.05, 1.08 & 1.09</u> Inclusion of sanding, snow event, snow storage, and windrow definitions in the procedures section.
Not present in this policy; new inclusion	Addition of a responsibilities section because of change in template from 2002-2003 policy.
<u>Section 4.01 (a)</u> School zones were included as a primary route for snow removal.	<u>Section 3.01 (a) (i)</u> Schools on primary routes will remain in the primary designation. School zones not on primary routes will be removed to secondary routes to allow for main roads to be cleared first so that people have access to secondary routes.
No specification about when residential routes will have snow clearance.	<u>Section 3.01 (c)</u> Details that primary and secondary routes will be plowed prior to residential areas.
<u>Section 2.01 (d)</u> Trigger point for snow removal at 20 centimeters of freshly fallen snow.	<u>Section 3.03 (b)</u> New trigger point for snow removal at 10 centimeters of packed snow; new trigger level included of 30 centimeters for a snow event.
<u>Section 2.01 (k)</u> States residential streets shall not be plowed to bare pavement	Stipulation removed from new policy

**Snow Clearance Policy
PRL 150 (2002-2003)**

**Snow Clearance Policy 2010 -
PRL 150**

Not present in this policy; new inclusion	<u>Section 3.01 (a) (i)</u> Addition of Highway 69 and Airport Access Road to primary routes during a snowfall
Not present in this policy; new inclusion	<u>Section 3.03 (j)</u> Snow on Thickwood Boulevard and Confederation Way hill sections may be hauled to reduce the amount of runoff and to reduce sightline hazards
Not present in this policy; new inclusion	<u>Section 3.03 (l)</u> Residential snow haul will be determined by neighbourhood priority
Not present in this policy; new inclusion	<u>Section 3.03 (m)</u> Details the inclusion of snow storage sites for the Municipality
Not present in this policy; new inclusion	<u>Section 3.03 (n)</u> In areas with rural cross-section roadways, meaning no curb and gutter, snow removal will be done as required

Council Policy

Policy Name: Snow Clearance Policy 2010

Policy No.: PRL 150

Effective Date: June 22, 2010

STATEMENT:

The Regional Municipality of Wood Buffalo ensures that a standard policy addressing snow clearing and snow removal are in place for the winter season.

PURPOSE AND OBJECTIVE:

The objective of this policy is to ensure clear direction is given with regards to levels of service during the winter season.

PROCEDURE:

01 Definitions

- 01.01 Rut - troughs in compacted snow and ice, which make the manoeuvring of a vehicle dangerous. Ruts will usually be 15 centimetres in depth before this condition warrants blading.
- 01.02 Sanding – a term meaning the controlled application of abrasive or de-icing materials which could comprise of a variety of mixtures of sand, granular salt, and liquids. Liquids may include salt brine, calcium or magnesium chloride and approved products or blends.
- 01.03 Snow Blading – mechanical blading of snow or compacted snow and ice to make roadways passable or to level ruts.
- 01.04 Snow Clearance – a general term used to encompass all snow plowing, removal, and blading operations.
- 01.05 Snow Event – refers to a winter storm where 30 centimetres or more of snow has fallen in a limited time frame; the Chief Administrative Officer or delegate can determine the occurrence of a snow event.
- 01.06 Snow Plowing – the pushing of accumulated snow from the roadway surface either to the sides of the roadway or the centre of the roadway in order to maintain no less than one traffic lane in each direction.
- 01.07 Snow Removal – the loading of snow onto trucks, casting snow from the roadway onto adjacent land.
- 01.08 Snow Storage – the storage of bladed, plowed or cast snow on adjacent land or boulevards within road right of way; inclusive of the storage of hauled snow.

01.09 Windrow – a snow bank created by snow plows as they clean roadways.

02 Responsibilities

02.00 Council

- (a) approve any amendments to this Policy.

02.01 Senior Leadership Team

- (a) support the implementation of this Policy; and
- (b) support and recommend any amendments to this Policy.

02.02 Divisional Managers

- (a) ensure the procedures for the Municipality's Snow Clearance Policy are followed
- (b) ensure proper financial management and internal controls are implemented; and
- (c) consider and support amendments to this Policy.

02.03 Operating Departments

- (a) ensure that all snow clearance activity is carried out in accordance with the Policy and procedures herein.

03 General

03.00 Service Level Guidelines

03.01 Phase I – Plowing during a snow event

- (a) During a storm, primary and secondary routes shall be plowed continuously with emphasis on Primary routes.
 - (i) Primary routes include but are not limited to: Thickwood Boulevard, Confederation Way, Signal Road, downtown business centre, Morrison Street, Hardin Avenue, Franklin Avenue, Hospital Street, King Street, Tolen Drive, Abasand Hill, Gregoire Drive, MacKenzie Boulevard, Highway 69, and Airport Access Road.
 - (ii) Secondary Routes include school zones, Urban Service Area transit routes and main accesses to neighbourhoods.
- (b) During a storm, primary and secondary routes shall be sanded as required, during the plowing phase. De-icing material usage shall be controlled to meet parameters set out by

the RMWB Salt Management Plan. All attempts will be made to refrain from plowing/sanding in school zones between 0700 hours - 0900 hours, and 1430 hours -1630 hours on school days.

- (c) Residential streets shall not be plowed to the side unless there is a snow event rendering residential streets impassable. Primary and secondary routes will be completed prior to residential plowing. Residential snow plowing may be done to render hazardous conditions safe.
- (d) Primary and Secondary plowing shall be to both sides of the street, adjacent to curb throughout the duration of the snow event. In locations of green belts, snow will be plowed to the greenbelt side. Plowing shall be done so as not to leave a windrow obstructing transit zones, crosswalks, driveways, intersections, sidewalks, and pararamps if practical. Certain roadways may be plowed to the centre line for snow storage prior to hauling, i.e. Franklin Avenue from Morrison to Hardin Streets. Snow may be plowed to the centre on roadways with a centre median.

03.02 Phase II – Storm Clean-up

- (a) All centerline snow on primary and secondary routes shall be hauled or moved to the sides. This includes left and right turn lanes and urban service area transit lanes. Snow in transit lane areas is to be stored so as to allow safe access by buses and pedestrians. Due to conditions and design some snow will be stored on centre medians.
- (b) De-icing materials will be applied as required.
- (c) In green belt areas, all snow between the curbs will be plowed to the green belt side.
- (d) Residential streets will not have de-icing materials applied unless conditions warrant this action. These conditions may include icy intersections, stop/yield signs, school zones/crossings, freezing rain events and other hazardous situations.
- (f) Blocked driveways are the responsibility of the home or business owner. The Municipality will make every attempt to clear driveways when plowing or blading snow if resources are available and conditions allow.

NOTE:

Residents who qualify for disabled parking may apply for driveway access clearing. Senior citizens may apply for driveway access clearing. This clearance shall be for windrow material only.

- (g) As required, ruts may be reduced by blading to both sides of the street.
- (h) Snow management operations may be suspended during periods of extreme cold temperatures to prevent equipment damage or if the operation is slowed to the point where it is rendered inefficient. Operations will resume as soon as practical.

03.03 Phase III - Snow Removal

- (a) Snow will be hauled from primary and secondary routes, once Phase II has been completed. All attempts will be made to have school zones hauled on weekends and if this is not possible, avoiding the hours of 0930 to 1400 when school is in session where possible.
- (b) On residential streets and alleys, snow will be allowed to accumulate and pack, except in situations where there is a significant snow event. When average snow pack reaches a minimum of 10 centimeters the Municipality may haul snow from residential streets. Average snow pack will be determined by taking 2 snow pack measurements (1 measurement to be taken in a wheel path and 1 at centre of roadway) at 6 different locations within the residential portion of the Urban Service Area. Snow pack is not to be influenced by snow from sidewalk or driveway clearing. Residential snow haul will commence in priority order after a trigger point is reached. These trigger points will be either 10 centimeters of packed snow during routine maintenance or 30 centimeters of snow during a significant snow event.
- (c) Snow hauling includes the removal of snow from all roadways and back alleys as necessary. This does not include green belts. In green belt areas, all snow between the curbs will be moved to the green belt side.
- (d) After Phase I and Phase II are completed, Phase III will commence/continue until:
 - (i) another snow event occurs; (ii) pending warm weather - see Section 04.02; or (iii) a primary or secondary road's driving width has become less than 5.5 metres.
- (e) Snow hauling will be done to increase the driving width on the roadway or to increase snow storage capacity of the roadway. Snow may be hauled where the location of a sidewalk inhibits snow plowing. Snow may be hauled to mitigate sightline hazards. Height of plowed snow will not exceed 1.2 metres to maintain cross traffic visibility.
- (f) During snow hauling operations, "No Parking – Street Maintenance" signs will be posted a minimum of 24 hours in advance. Vehicle owners using on-street parking shall have 24 hours to move their vehicle from the posted area. Road Maintenance Services will have 72 hours to remove the snow. If another snow event occurs during this time frame, street maintenance may be extended due to operational suitability and another sign will be posted to indicate that Road Maintenance Services will have an additional 72 hours to remove snow. On-street parking will not be permitted until snow hauling is complete or if snow is centre stacked on a residential roadway.
- (g) Vehicles contravening the posting (Section 03.03 (f)) may be ticketed and towed in accordance with Bylaw 10/002.
- (h) At any time, vehicles may be courtesy towed to allow for efficient operations. Every

- attempt will be made to deposit the vehicle at the closest available area unaffected by the operations.
- (i) During hauling operations, all vehicles on the street must be removed.
 - (j) The snow on Thickwood Boulevard and Confederation Way hill sections may be hauled to reduce the amount of runoff from freezing on the roadway in the spring and to reduce sightline hazards.
 - (k) In cul-de-sacs, snow will be plowed to the centre and then hauled.
 - (l) Residential snow hauling will be determined by neighbourhood priority within the Urban Service Area. The order will be determined by operational suitability and resources available such as towing, Bylaw Enforcement Resources, or hired equipment. Residential snow haul routing will be communicated to the public prior to and during each individual event.
 - (m) Snow storage site locations include but are not limited to, Father Mercredi Street (downtown), Bulyea Avenue (Waterways), and Thickwood Boulevard (Dickinsfield). Thickwood Drive storage site is designated for private contractor and public hauling only. All other sites are for municipal use only or as declared otherwise by the CAO.
 - (n) In areas where there are rural cross-section roadways, meaning no curb and gutter, snow removal will be done as required.

04.00 Sidewalk Snow Removal

04.01 Sidewalk snow removal will occur based on the priorities for snow clearance on sidewalks under the Regional Municipality's jurisdiction. In general, the priorities are:

- (a) Sidewalks that are major routes for students.
- (b) Bus shelters.
- (c) All remaining sidewalks under the Regional Municipality's jurisdiction will be plowed.

05.00 Service Level Variances

05.01 The Chief Administrative Officer or designate has the discretion of altering levels of service and priorities to meet emergency and operational demands.

05.02 In the latter part of the winter, the Chief Administrative Officer or designate may limit snow removal activities if pending warm weather conditions make the work impractical. Once weather conditions meet melting conditions, snow may be allowed to melt on the street at the discretion of the Chief Administrative Officer or designate.

05.03 During the melting period, snow may be moved or hauled to clear drainage paths to catch basins.

05.04 Service levels may be impacted as a result of the following circumstances:

- (a) Available resources;
- (b) Council approved budget;
- (c) Equipment failures; and
- (d) Extreme weather conditions.

Therefore, the Chief Administrative Officer or his designate may temporarily alter service levels due to unforeseen conditions and grant exceptions to the policy on a case by case basis.

06.00 Winter Maintenance Resources

06.01 When additional resources are required during peak snowfall periods, the Municipality will utilize its own staff through overtime hours or hire private equipment where available or any combination of the two.

07.00 Public Communications

07.01 Road Maintenance Services will provide a communication plan that informs the public of winter maintenance policies, regulations, and procedures that may consist of:

- (a) Annual Snow Clearing Brochure
 - updated annually
 - mailed to homes and businesses before December 15th
 - details snow hauling policy including information on snow maintenance, sanding, private sidewalk snow removal, and no parking rules during snow clearing
- (b) Continuous Season Communications
 - Weekly/daily reports on Municipal snow management activities during major events (website and service request line)
 - No parking areas for snow removal (sign posting)
 - Documentation and analysis of public inquiries
 - Follow-up to public inquiries
 - Permanent Warning Signs on Thickwood Boulevard Hill, Abasand Hill and Confederation Way Hill (Slippery Road Caution)
 - Web Site
- (c) Annual Snow Clearing Open House to be reviewed. Single digit attendance proves lack of interest. Open house with other departments in attendance is possible.

APPROVAL, MANAGEMENT AND REFERENCES:

This policy shall be accessed annually from its effective date to determine its effectiveness and appropriateness. This policy may be accessed before that time as necessary to reflect organizational change.

Approving Authority:

Approval Date:

Revision Approval Dates:

Review Due:

Policy Manager:

Department Contact:

Legal References:

Cross References:

Mayor

Chief Legislative Officer

Date



REGIONAL MUNICIPALITY OF WOOD BUFFALO

POLICY

Approval: Regional Council	Date Originated: December 20, 2002	Policy Number:
		Classification:
Reference: Regular Council Meeting - December 20, 2002	Date Revised: June 2, 2003, Sept. 9, 2003	Category: PRL
		Subject: 150
Policy Title: Snow Clearance Policy		

POLICY STATEMENT

The Regional Municipality of Wood Buffalo will provide snow clearance on all municipal streets and sidewalks with approved resources to a consistent level of service based on street type.

POLICY OBJECTIVE

The objective of this policy is to:

1. Ensure that snow clearance is provided to all streets and sidewalks in a systematic order with available resources.
2. Provide guidelines for service delivery in relation to street type.
3. Provide public communication and obtain public comments.



REGIONAL MUNICIPALITY OF WOOD BUFFALO

PROCEDURE

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GENERAL

01.00 Definitions:

- 01.01 Plow snow - the pushing of accumulated snow from the roadway surface either to the sides of the roadway or the centre of the roadway in order to maintain no less than one traffic lane in each direction.
- 01.02 Remove snow - the loading of snow only trucks, casting snow from the roadway onto adjacent land, or the storage of snow on boulevards. Trucked snow is hauled to storage sites
- 01.03 Blade snow - the blading of snow or compacted snow and ice to make roadways passable or to level ruts
- 01.04 Snow clearance - a general term used to encompass all snow plowing, removal and blading operations
- 01.05 Rutting - throughs in compacted snow and ice, which make the maneuvering of a vehicle dangerous. Ruts will usually be 15 cm in depth before this condition warrants blading.

02.00 Service Level Guidelines

02.01 Plowing:

- (a) During a storm, primary and secondary routes shall be plowed continuously with emphasis on Primary routes (see Map #1).



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- (b) Transit Routes shall be plowed within 24 hours after a storm.
- (c) In green belt areas, primary and secondary routes will be plowed to the curbs then snow will be plowed onto the green area adjacent to the roadway.
- (d) Residential streets shall be plowed when there is a fresh accumulation of 20 cm or greater, as measured by Environment Canada, and after the arterial and collector roadways are plowed.
- (e) Plowing shall be to both sides of street, adjacent to curb (work to be completed within 7 days of snow event).
- (f) In locations of green belts, snow shall be plowed to green belts.
- (g) In cul-de-sacs, snow shall be plowed to centre.
- (h) Driveways will not be cleared.

NOTE: Residents which qualify for disable parking may apply for driveway access clearing. Senior citizens may apply for driveway access clearing. This clearance will be for windrow material only.

- (i) Smaller amounts of snow fall during a given storm will be allowed to pack down with traffic.
- (j) Periodically, as required (ruts deeper than 15 cm) will be reduced by



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plowing both sides of street.

- (k) Residential streets shall not be plowed to bare pavement.
- (l) Should the snow accumulation pack prior to being plowed, after the snow fall, the street will not be plowed unless warrants due to rutting.
- (m) Snow shall be plowed around parked vehicles, no vehicle removal during plowing operations.
- (n) Snow plowing on residential streets during snow storms may be done on a 24-hour basis.
- (o) Sidewalks that are major routes for school children shall be plowed within 48 hours after the end of the storm where the snow accumulation is greater than 10 cm. The 48 hours only applies to school days.
- (p) All sidewalks under the Regional Municipality's jurisdiction will be plowed within 7 days of an accumulation of 10 cm. A sidewalk priority map has been developed illustrating the priorities for snow removal on sidewalks (see Map #3). Property owners are responsible for clearing sidewalks adjacent to their property according to Municipal Bylaws.
- (q) The first 15 metres of street from all Stop & Yield signs shall be plowed to both sides of the street. (This shall only be done after the Primary & Secondary streets are completely plowed.)

02.02 Sanding



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- (a) During a storm, primary routes, secondary routes, and transit routes shall be sanded as required on a continual basis. (Sand salt usage to be monitored to meet Environmental Regulations.)
- (b) Residential streets shall not be sanded.
- (c) The first 15 meters of street from all Stop & Yield signs shall be sanded as required. (This shall only be done after the Primary & Secondary streets are completely sanded.)

02.03 Snow Hauling

- (a) Snow will be removed from primary and secondary routes, where there is no on-street storage, within 96 hours after a storm or after an accumulation of 20 cm of snow.
- (b) Snow will not be hauled from residential streets unless the windrowed snow reduces the remaining parking and driving width to less than 5.5 metres. Removal of snow will not be cleared down to bare pavement but will be done to increase the driving width on the street and to increase snow storage. Height of windrowed snow will not exceed 1.2 metres to maintain visibility at intersections and decision points.
- (c) During snow hauling, streets will be posted at minimum 24 hours in advance.
- (d) Posting shall be done with plastic orange post, identifying "No Parking



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Street Maintenance” placed on side or middle of street at every intersection, identified for snow removal.

- (e) Vehicles contravening the posting shall be ticketed and towed.
- (f) During hauling operations, all vehicles shall be removed.
- (g) Snow removal on residential streets to be done as warranted. High density residential area’s safety concerns and sight line areas shall be done on priority.
- (h) At locations of a residential street meeting a Primary or Secondary street, the first 15 meters of snow will be removed during the time the Primary & Secondary streets are hauled.
- (i) At Stop and Yield Sign locations in residential streets, snow will be removed when driving width is less than 5.5 metres or the windrowed snow exceeds 1.2 metres in height.

03.00 Service Level Variances

- 03.01 The Regional Municipality of Wood Buffalo has the authority to alter the levels of service and priorities to meet emergency demands.
- 03.02 In the later part of the winter, Regional Municipality of Wood Buffalo may curtail snow removal activities if pending war weather conditions make the work uneconomical. Once weather conditions meet melting conditions, snow will be allowed to melt on street. Normally, melting conditions are reached in mid to late



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March.

03.03 During freeze thaw periods, packed snow will be plowed on residential streets to both sides of street, if warranted to minimize ruts.

03.04 During melt period, snow may be moved to enhance melting and clear drainage paths.

04.00 Priority Guidelines

04.01 Plowing and Sanding Streets (listed in order of priority)

(a) Primary routes will be done first

- Hills (Abasand Drive, Thickwood Boulevard, Confederation Way)
- Bridges
- Hospital Street
- Franklin Avenue
- All school zones
- Downtown bus centre (Hardin Street, Morrison Street, MacDonald Avenue, etc)
- King Street/Tolen Drive
- Gregoire Drive
- MacKenzie Boulevard

(b) Secondary routes and transit routes will be done once then primary routes have bene plowed. (The primary and secondary routes may be done together, if there is sufficient equipment assigned to all parts of the



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municipality.)

- Beacon Hill Drive
- Signal Road
- Brett Drive

- (c) Turning lanes and high volume intersections
- (d) 15 metres from Stop and Yield signs
- (e) Residential streets.
- (f) Low priority roads and lanes.

NOTE: Should snowfall be continuous over the extended period of time or should another snow storm occur before the plowing has been completed on some of the priorities, the Regional Municipality of Wood Buffalo may have to discontinue plowing on some of the lower priorities. The re-plowing of higher priorities work may take precedence over other work. When weather conditions permit the plowing operations will resume where they previously were discontinued.

04.02 Plowing Sidewalks:

The sidewalk priority map (Map #3) outlines the priorities for snow clearance on sidewalks under the Regional Municipality's jurisdiction. In general, the priorities are:



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- (a) Sidewalks that are major routes for students (Brett Drive from Confederation Way, etc.)
- (b) Bus shelters.
- (c) All remaining sidewalks under the Regional Municipality's jurisdiction will be plowed.

04.04 Snow Hauling:

Primary Routes

- Business section
- Hospital Street
- Franklin Avenue
- Gregoire Drive
- Signal Road

Secondary Routes

- High population and narrow roads

Residential

- High density areas and narrow streets (limited snow storage areas);
- Abasand Heights
- Grayling Terrace



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- Biggs Avenue (Alberta Drive, Nixon Street, Saunderson Avenue, Charles Avenue, Bird Crescent)
- Windsor area
- Spruce Street
- Lower population density areas or wider street areas.

05.00 Winter Maintenance Resources

The existing levels of municipal equipment and operating staff will be maintained at previous year levels. When additional resources are required during peak snowfall periods and to handle some residential plowing, the municipality will utilize its own staff through overtime hours or by hiring private equipment where available.

06.00 Public Communications

The Roads and Transportation Division shall provide a communication plan that informs the public and municipal staff about the winter maintenance policies, regulations and procedures.

(a) Pre-Winter Notifications

- Snow plowing, sanding and snow hauling policy
- Private sidewalk snow removal bylaw
- No parking bylaw for snow clearing
- Location of stockpiled areas.

(b) Continuous Season Communications



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- Weekly/daily reports on municipal maintenance activities during major events (newspaper, radio)
- No parking areas for snow removal (sign posting)
- Documentation and analysis of public inquiries
- Follow-up to public inquiries
- Street condition warnings
- Safety (driving in the vicinity of plows or snow removal crews)
- Permanent Warning Signs on Thickwood, Abasand and Confederation Heights (Slippery Road Condition).
- Others

07.00 Parking

No parking zones will be established on some primary and secondary roadways to assist the winter snow removal operations.

08.00 Policy Review

- (a) Yearly.

**Subject: Capital Budget Amendment - Heavy Equipment Additions
2010****APPROVALS:**

D'arcy Elliott, Chief Administrative Officer (Acting)

Carol Theberge, Divisional Manager

Darcy Elder, Director

Administrative Recommendations:

1. THAT the 2010 Capital Budget be amended as outlined in Attachment 1 (Capital Budget Amendment Request - Heavy Equipment Additions 2010, dated June 22, 2010); and
2. THAT the provisions of Attachment 1 - Capital Budget Amendment Request Amendment Date: June 22, 2010 and Attachment 2 – Heavy Equipment Additions - 2010 (Amended) remain confidential pursuant to section 25 of the *Freedom of Information and Protection of Privacy Act*, R.S.A, 2000 c F-25.

Summary:

A Capital Budget amendment is requested in order to proceed with the original intention of purchasing seven Single Axle Refuse Trucks. This matter is being brought forward because Capital Budget amendments must receive Council approval.

Background:

During the tendering processes, it was discovered that a mathematical error had been made in the dollar amount requested on the approved Capital Budget for Heavy Equipment Additions 2010. The 2010 approved budget amount will not allow for the purchase of seven Single Axle Refuse Trucks as currently budgeted.

Population growth and area development have resulted in more refuse collection which requires additional collection equipment. Increased funding for the seven Single Axle Refuse Trucks is required in order to meet the needed service delivery levels. This amendment will update the total funding needed to buy seven Single Axle Refuse Trucks.

Alternatives:

1. Provide additional funding to purchase seven Single Axle Refuse Trucks.
2. Purchase four trucks based on the approved original budget.

Budget/Financial Implications:

This project will be funded through the Capital Infrastructure Reserve.

Rationale for Recommendations:

Population growth has resulted in the need for increased refuse collection. In order to meet desired service levels for the Municipality, the purchase of seven Single Axle Refuse Trucks is required. There may be a potential health hazard if the Municipality is unable to provide a sufficient level of refuse collection.

Attachments:

1. Capital Budget Amendment Request Amendment Date: June 22, 2010 (Confidential)
2. Heavy Equipment Additions - 2010 (Amended) (Confidential)

Subject: 2010 Capital Budget Amendment – Accommodation Master Plan Initiatives**APPROVALS:**

Kelly Kloss, Chief Administrative Officer (Interim)
Carol Theberge, Divisional Manager

Administrative Recommendation(s):

THAT the 2010 Capital Budget be amended as outlined in Attachment 1 (Capital Budget Amendment Request – 9717 Franklin Avenue Lease Improvement – Construction, dated June 22, 2010); and

THAT the provisions of Attachments 1 - remain confidential pursuant to *sections 16 and 25 of the Freedom of Information and Protection of Privacy Act, R.S.A., 2000 c. F-25, as amended.*

Summary:

The Accommodation Master Plan identifies a 20-year strategy for managing resources to house organizational employees. The end state is three large complexes in the north, south and central regions, built in accordance with guiding principles to provide modern and ergonomically appropriate space. In the short term, 2010 to 2016, there is a need to develop appropriate interim space. The property at 9717 Franklin Avenue, currently leased until 2017, can be developed to meet the space requirements for the short term and represents the best economical option to meet these needs.

Background:

The property at the 9717 Franklin Avenue is located in the lower town site. It is in an advantageous location and provides sufficient space to house municipal employees until the long term built accommodations are available. In 2017 when these buildings are complete the Municipality will have all the space it requires plus the recommended 10% additional space for flexibility.

In 2007, when the property at 9717 Franklin Avenue was acquired as space for employees, it was not developed due to cost. Costs are lower now and it is more economical to renovate the property. Given that the lease rate for the property is low, the renovation cost is reasonable, and the need for space is becoming dire, this renovation option is preferred to any others available in the market.

Discussions with developers in the region place the cost per square foot for other lease spaces at more than three times the cost per square footage of the property at 9717 Franklin Avenue. Costs to renovate are higher than that of other options but, as this is a one time cost, it does not compensate for the overall savings realized from the extremely low cost per square foot to lease the property, when considering the overall lease rate costs of other options.

If a lease is not secured prior to the end of 2010, space for staff accommodations will not be available for 2011 or 2012. Space will be available for 2013 and 2014, but will not be adequate. In 2015 space will be adequate.

Alternatives:

1. Approve the construction costs and proceed with the project.
2. Go to market through a Request for Proposal to engage real estate brokers or developers to locate a suitable interim lease for 2011.
3. Do not hire staff in 2011 and the early part of 2012, thereby eliminating the immediate need for staff accommodations.

Budget/Financial Implications:

The project, if approved, will be funded from the Capital Infrastructure Reserve.

Rationale for Recommendation(s):

1. It is recommended to renovate the property at 9717 Franklin Avenue as the best economically viable and most expedient available option available at this time.
2. Going to market is a time consuming process. Risks associated with this option include not finding suitable space, market cost escalations and needing to enter into lease terms that far exceed the needs of the Municipality causing increasing and unnecessary costs to the taxpayer.
3. A postponement of hiring will have long term deleterious impacts on the productivity.

Attachments:

1. Capital Budget Amendment Request – Lease Space Construction – 9717 Franklin Avenue, June 22, 2010 (Confidential)

Subject: Notice of Motion – Scheduling of Joint Workshop re: Clarity and Accountability
--

APPROVALS:

Councillor Sheldon Germain

Administrative Recommendation(s):

That Council and Administration schedule a joint workshop to develop clarity and accountability measures, to be brought forward for consideration as a Council Policy.

Background:

At the Council meeting held on Tuesday, June 8, Councillor Germain served notice that the following motion will be brought forward for Council's consideration on June 22, 2010:

“That Council and Administration schedule a joint workshop to develop clarity and accountability measures, to be brought forward for consideration as a Council Policy.”

Subject: Notice of Motion – Developing Performance Measures for Organizational Restructuring

APPROVALS:

Councillor Sheldon Germain

Administrative Recommendation(s):

That Administration, with the support and guidance of Council, be directed to create organizational performance measures and outcomes that guide and provide the direction to rationalize the organizational restructuring; and

That Administration be further directed to develop a report for Council's consideration that outlines the key performance measures and organizational outcomes that will form the framework for organizational targets.

Background:

At the Council meeting held on Tuesday, June 8, Councillor Germain served notice that the following motion will be brought forward for Council's consideration on June 22, 2010:

“That Administration, with the support and guidance of Council, be directed to create organizational performance measures and outcomes that guide and provide the direction to rationalize the organizational restructuring; and

That Administration be further directed to develop a report for Council's consideration that outlines the key performance measures and organizational outcomes that will form the framework for organizational targets.”

Subject: Notice of Motion – Reopening of 2010 Operating Budget**APPROVALS:**

Councillor Sheldon Germain

Administrative Recommendation(s):

That the 2010 operating budget be reopened as an agenda item at the July 13, 2010 council meeting to provide budget parameters and more detail on each budget line item; and

That the departmental business plans presented at the 2010 operating budget workshop be included with 2010 operating budget documents, and approved as guiding documents for the 2010 calendar year.

Background:

At the Council meeting held on Tuesday, June 8, Councillor Germain served notice that the following motion will be brought forward for Council's consideration on June 22, 2010:

“That the 2010 operating budget be reopened as an agenda item at the July 13, 2010 council meeting to provide budget parameters and more detail on each budget line item; and

That the departmental business plans presented at the 2010 operating budget workshop be included with 2010 operating budget documents, and approved as guiding documents for the 2010 calendar year.”

Subject: Notice of Motion – Proposed Transfers to Operating Reserve**APPROVALS:**

Councillor Sheldon Germain

Administrative Recommendation(s):

That the budgeted amount for all funded, un-staffed positions be transferred from the salaries and benefits budget line objects to the Operating Reserve.

Background:

At the Council meeting held on Tuesday, June 8, Councillor Germain served notice that the following motion will be brought forward for Council's consideration on June 22, 2010:

“That the budgeted amount for all funded, un-staffed positions be transferred from the salaries and benefits budget line objects to the Operating Reserve.”

Subject: Notice of Motion – Development of Budget Variance Policy**APPROVALS:**

Councillor Sheldon Germain

Administrative Recommendation(s):

That Administration be directed to develop a budget variance policy.

Background:

At the Council meeting held on Tuesday, June 8, Councillor Germain served notice that the following motion will be brought forward for Council's consideration on June 22, 2010:

“That Administration be directed to develop a budget variance policy.”

Subject: Notice of Motion – Whistle Blower Legislation**APPROVALS:**

Councillor Sheldon Germain

Administrative Recommendation(s):

That Administration be directed to develop whistle blower legislation.

Background:

At the Council meeting held on Tuesday, June 8, Councillor Germain served notice that the following motion will be brought forward for Council's consideration on June 22, 2010:

“That Administration be directed to develop whistle blower legislation.”

Subject: Notice of Motion – Disclosure and Recording of Lobbying Initiatives

APPROVALS:

Councillor Sheldon Germain

Administrative Recommendation(s):

That Administration be directed to develop and bring forward a Council Policy regarding the disclosure and recording of lobbying activities.

Background:

At the Council meeting held on Tuesday, June 8, Councillor Germain served notice that the following motion will be brought forward for Council's consideration on June 22, 2010:

“That Administration be directed to develop and bring forward a Council Policy regarding the disclosure and recording of lobbying activities.”

Subject: Notice of Motion – Quarterly Reports – Executive Advisor to the Mayor

APPROVALS:

Councillor Sheldon Germain

Administrative Recommendation(s):

That the Mayor's Executive Advisor be directed to table a report for Council's review on a quarterly basis, which contains the following:

- Performance measures (in-camera);
- Work plan (in-camera);
- Monthly activity report (in-camera);
- Yearly performance appraisals (in-camera);
- Monthly expense summary (public); and
- Summary of meeting and purpose (adherence to lobbyist legislation) (public).

Background:

At the Council meeting held on Tuesday, June 8, Councillor Germain served notice that the following motion will be brought forward for Council's consideration on June 22, 2010:

“That the Mayor's Executive Advisor be directed to table a report for Council's review on a quarterly basis, which contains the following:

- Performance measures (in-camera);
- Work plan (in-camera);
- Monthly activity report (in-camera);
- Yearly performance appraisals (in-camera);
- Monthly expense summary (public); and
- Summary of meeting and purpose (adherence to lobbyist legislation) (public).”

Subject: Notice of Motion – Creation of Office of the Ombudsman**APPROVALS:**

Councillor Sheldon Germain

Administrative Recommendation(s):

That Administration be directed to develop a scope of work and associated budgets to create an Office of the Ombudsman, and bring the position(s) forward through the 2011 budget process.

Background:

At the Council meeting held on Tuesday, June 8, Councillor Germain served notice that the following motion will be brought forward for Council's consideration on June 22, 2010:

“That Administration be directed to develop a scope of work and associated budgets to create an Office of the Ombudsman, and bring the position(s) forward through the 2011 budget process.”

Subject: Notice of Motion - Truck Stop and Staging Area**APPROVALS:**

Councillor John Vyboh

Administrative Recommendation(s):

THAT Administration be directed to review the development and community benefits of truck stop and staging area.

Background:

At the Council meeting held on Tuesday, June 8, Councillor Vyboh served notice that the following motion will be brought forward for Council's consideration on June 22, 2010:

“THAT Administration be directed to review the development and community benefits of truck stop and staging area.”