



## Council

Jubilee Centre Council Chamber  
9909 Franklin Avenue, Fort McMurray, AB T9H 2K4

Tuesday, April 23, 2019  
4:00 PM

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## Agenda

1. **Call to Order**
2. **Adoption of Agenda**
3. **Consent Agenda**
  - 3.1. Minutes of Special In-Camera Council Meeting – April 8, 2019
  - 3.2. Minutes of Council Meeting - April 9, 2019
  - 3.3. Bylaw No. 19/010 - Fees, Rates and Charges Bylaw and Bylaw No. 19/011 - Fees Amending Bylaw
    1. THAT Bylaw No. 19/010, being the Fees, Rates and Charges Bylaw, be read a first time.
    2. THAT Bylaw No. 19/011, being the Fees Amending Bylaw, be read a first time.
    3. THAT the required public hearing for Bylaw No. 19/011 be scheduled for May 14, 2019.
4. **Recognition**
  - 4.1. Communities in Bloom
5. **Presentations**
  - 5.1. Manny Makia re: TEDxFortMcMurray
  - 5.2. Sandy Bowman, Rene Wells, Moe Kdouh re: RMWB Combative Sports Commission

**6. New Business****6.1. Bylaw No. 19/012 - 2019 Property Tax Rate Bylaw**

THAT Bylaw No. 19/012, being the 2019 Property Tax Rate Bylaw, be read a first time; and

THAT a Special Council Meeting be scheduled to be held in the Jubilee Centre Council Chamber at 4:00 p.m. on Tuesday, May 7, 2019.

**6.2. Bylaw No. 19/009 - Records Retention and Disposition Bylaw**

1. THAT Bylaw No. 19/009, being the Records Retention and Disposition Bylaw, be read a first time.
2. THAT Bylaw No. 19/009 be read a second time.
3. THAT Bylaw No. 19/009 be considered for third reading.
4. THAT Bylaw No. 19/009 be read a third and final time.

**6.3. Competitive Procurement Audit Action Plan – First Quarter 2019 Update**

THAT the Competitive Procurement Audit Action Plan – First Quarter 2019 Update, Attachment 1, be accepted as information.

**6.4. Asset Management System Policy**

THAT the Asset Management System Policy OPE-030 dated April 23, 2019 be approved; and

THAT Administration proceed with taking the necessary actions to support and achieve the asset management strategies and priorities outlined in the service area Asset Management Plans (AMPs).

**7. Councillors' Motions****7.1. Regional Recreation Corporation Review**

THAT Administration undertake a third party review of the current shared services model and governance structure between the Municipality and the Regional Recreation Corporation (the "Corporation") to determine whether or not it is appropriately serving the needs of both the Municipality and the Corporation, and provide the findings of this review, including any recommendations for changes, to Council.

**Adjournment**

**Minutes of a Special Meeting of the Council of the Regional Municipality of Wood Buffalo held in the 7<sup>th</sup> Floor Boardroom at the Municipal Offices in Fort McMurray, Alberta, on Monday, April 8, 2019, commencing at 4:30 PM.**

**Present:**

Don Scott, Mayor  
 Mike Allen, Councillor  
 Krista Balsom, Councillor  
 Bruce Inglis, Councillor  
 Sheila Lalonde, Councillor  
 Keith McGrath, Councillor  
 Phil Meagher, Councillor  
 Verna Murphy, Councillor  
 Jeff Peddle, Councillor  
 Claris Voyageur, Councillor

**Absent:**

Jane Stroud, Councillor

**Administration:**

Annette Antoniak, Chief Administrative Officer  
 Jamie Doyle, Deputy Chief Administrative Officer  
 Jade Brown, Chief Legislative Officer  
 Lynda McLean, Director Communications, Stakeholder, Indigenous and Rural Relations

**1. Call to Order**

Mayor D. Scott called the meeting to order at 4:31 p.m.

**2. In Camera Session**

**MOTION:**

THAT Council close items 2.1, 2.2, 2.3, 2.4 and 2.5 to the public pursuant to sections 17(1), 23(1), 24(1) and 27(1) of the *Freedom of Information and Protection of Privacy Act*.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Krista Balsom, Councillor
<b>SECONDER:</b>	Jeff Peddle, Councillor
<b>FOR:</b>	Scott, Allen, Balsom, Inglis, Lalonde, McGrath, Meagher, Murphy, Peddle, Voyageur
<b>ABSENT:</b>	Stroud

**2.1 Personnel Matter – Disclosure Harmful to Personal Privacy**

(in camera pursuant to section 17(1) of the *Freedom of Information and Protection of Privacy Act*)

Name	Reason for Attending
Annette Antoniak	Chief Administrative Officer
Jade Brown	Legislative Advice/Clerk
Kari Westhaver	Director, Human Resources

Exits and Returns

Councillor M. Allen exited the meeting at 4:49 p.m. and returned at 4:51 p.m.

Councillor K. McGrath exited the meeting at 4:51 p.m. and returned at 5:11 p.m.

Exits and Returns

J. Brown and A. Antoniak exited the meeting at 5:13 p.m.

K. Westhaver, Director, Human Resources, entered the meeting at 5:14 p.m. and exited at 5:45 p.m.

J. Brown and A. Antoniak returned to the meeting at 5:47 p.m.

**2.2 Policy Options – Local Body Confidences and Advice from Officials**

(in camera pursuant to sections 23(1) and 24(1) of the *Freedom of Information and Protection of Privacy Act*)

Name	Reason for Attending
Annette Antoniak	Chief Administrative Officer
Jamie Doyle	Deputy Chief Administrative Officer
Jade Brown	Legislative Advice/Clerk
Lynda McLean	Director, Communications, Stakeholder, Indigenous and Rural Relations
Elsie Hutton	Director, Community and Corporate Services
Philip Schofield	Regional Assessor
Keivan Navidikasmaei	Assessment Manager

**2.3 Land Matter – Advice from Officials**

(in camera pursuant to section 24(1) of the *Freedom of Information and Protection of Privacy Act*)

Name	Reason for Attending
Annette Antoniak	Chief Administrative Officer
Jamie Doyle	Deputy Chief Administrative Officer
Jade Brown	Legislative Advice/Clerk
Lynda McLean	Director, Communications, Stakeholder, Indigenous and Rural Relations
Matthew Hough	Director, Engineering
Maureen Nakonechny	Project Manager
Susan Trylinski	Director, Legal Services

## 2.4 Legal Briefings – Privileged Information

(in camera pursuant to section 27(1) of the *Freedom of Information and Protection of Privacy Act*)

### Legal Briefing #1

Name	Reason for Attending
Annette Antoniak	Chief Administrative Officer
Jamie Doyle	Deputy Chief Administrative Officer
Jade Brown	Legislative Advice/Clerk
Lynda McLean	Director, Communications, Stakeholder, Indigenous and Rural Relations
Susan Trylinski	Director, Legal Services
Caitlin Hanly	Municipal Legal Counsel
Chris Davis	Senior Municipal Legal Counsel
Matthew Hough	Director, Engineering
Cindy Chiasson	Senior Manager, Procurement

### Legal Briefing #2

Name	Reason for Attending
Annette Antoniak	Chief Administrative Officer
Jamie Doyle	Deputy Chief Administrative Officer
Jade Brown	Legislative Advice/Clerk
Lynda McLean	Director, Communications, Stakeholder, Indigenous and Rural Relations
Susan Trylinski	Director, Legal Services
Chris Davis	Senior Municipal Legal Counsel
Caitlin Hanly	Municipal Legal Counsel

### Exit and Return

Councillor B. Inglis exited the meeting at 7:25 p.m. and returned at 7:31 p.m.

### Legal Briefing #3

Name	Reason for Attending
Annette Antoniak	Chief Administrative Officer
Jamie Doyle	Deputy Chief Administrative Officer
Jade Brown	Legislative Advice/Clerk
Lynda McLean	Director, Communications, Stakeholder, Indigenous and Rural Relations
Susan Trylinski	Director, Legal Services
Chris Davis	Senior Municipal Legal Counsel
Caitlin Hanly	Municipal Legal Counsel

### Exit

Councillor K. Balsom exited the meeting at 7:39 p.m. in preparation for Legal Briefing #4.

**Legal Briefing #4**

<b>Name</b>	<b>Reason for Attending</b>
Annette Antoniak	Chief Administrative Officer
Jamie Doyle	Deputy Chief Administrative Officer
Jade Brown	Legislative Advice/Clerk
Lynda McLean	Director, Communications, Stakeholder, Indigenous and Rural Relations
Susan Trylinski	Director, Legal Services

Return

Councillor K. Balsom returned to the meeting at 7:41 p.m.

**2.5 Council Dialogue – Advice from Officials**

(in camera pursuant to section 24(1) of the *Freedom of Information and Protection of Privacy Act*,

This item did not proceed.

**MOTION:**

THAT the meeting reconvene in public.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Jeff Peddle, Councillor
<b>SECONDER:</b>	Claris Voyageur, Councillor
<b>FOR:</b>	Scott, Allen, Balsom, Inglis, Lalonde, McGrath, Meagher, Murphy, Peddle, Voyageur
<b>ABSENT:</b>	Stroud

**Adjournment.**

The meeting adjourned at 7:43 p.m.

\_\_\_\_\_  
Mayor

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



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

OFFICE OF THE MAYOR

April 4, 2019

### **NOTICE OF SPECIAL IN-CAMERA MEETING**

Pursuant to Section 194 of the *Municipal Government Act*, RSA. 2000 c.M-26, a Special In-Camera Council Meeting is hereby scheduled to take place at 4:30 p.m. on the 8th day of April 2019, in the 7<sup>th</sup> Floor Boardroom in the Jubilee Centre, to consider the following:

1. **Personnel Matter – Disclosure Harmful to Personal Privacy**  
*(In camera pursuant to Section 17(1) of the Freedom of Information and Protection of Privacy Act)*
2. **Policy Options – Local Body Confidences and Advice from Officials**  
*(In camera pursuant to Sections 23(1) and 24(1) of the Freedom of Information and Protection of Privacy Act)*
3. **Land Matter – Advice from Officials**  
*(In camera pursuant to Section 24(1) of the Freedom of Information and Protection of Privacy Act)*
4. **Legal Briefing – Privileged Information**  
*(In camera pursuant to Section 27(1) of the Freedom of Information and Protection of Privacy Act)*
5. **Council Dialogue – Advice from Officials**  
*(In camera pursuant to Section 24(1) of the Freedom of Information and Protection of Privacy Act)*

Don Scott, QC  
Mayor  
Regional Municipality of Wood Buffalo

Minutes Acceptance: Minutes of Apr 8, 2019 4:30 PM (Consent Agenda)

**Minutes of a Meeting of the Council of the Regional Municipality of Wood Buffalo held in the Council Chamber at the Municipal Offices in Fort McMurray, Alberta, on Tuesday, April 9, 2019, commencing at 4:00 PM.**

**Present:**

Don Scott, Mayor  
 Mike Allen, Councillor  
 Krista Balsom, Councillor  
 Bruce Inglis, Councillor  
 Sheila Lalonde, Councillor  
 Keith McGrath, Councillor  
 Phil Meagher, Councillor  
 Verna Murphy, Councillor  
 Jeff Peddle, Councillor  
 Claris Voyageur, Councillor

**Absent:**

Jane Stroud, Councillor

**Administration:**

Annette Antoniak, Chief Administrative Officer  
 Jamie Doyle, Deputy Chief Administrative Officer  
 Jade Brown, Chief Legislative Officer  
 Marc Fortais, Director, Public Works  
 Matthew Hough, Director, Engineering  
 Elsie Hutton, Director, Corporate and Community Services  
 Lynda McLean, Director, Communications, Stakeholder, Indigenous and Rural Relations  
 Brad McMurdo, Director, Planning and Development  
 Linda Ollivier, Director, Financial Services  
 Susan Trylinski, Director, Legal Services  
 Shauna Sanheim, Legislative Officer

**1. Call to Order (at 3:30 p.m. in Boardroom 7)**

Mayor D. Scott called the meeting to order at 3:30 p.m.

Minutes Acceptance: Minutes of Apr 9, 2019 4:00 PM (Consent Agenda)



## 2. In-Camera Session

### MOTION:

THAT Council close item 2.1 to the public pursuant to section 24(1) of the *Freedom of Information and Protection of Privacy Act*.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Jeff Peddle, Councillor
<b>SECONDER:</b>	Claris Voyageur, Councillor
<b>FOR:</b>	Scott, Balsom, Inglis, Lalonde, Murphy, Peddle, Voyageur
<b>ABSENT:</b>	Allen, McGrath, Meagher, Stroud

### 2.1. Advice from Officials - External Auditor Briefing

(in camera pursuant to section 24(1) of the *Freedom of Information and Protection of Privacy Act*)

Name	Reason for Attending
Annette Antoniak	Chief Administrative Officer
Jamie Doyle	Deputy Chief Administrative Officer
Jade Brown	Legislative Advice/Clerk
Lynda McLean	Director, Communications, Stakeholder, Indigenous and Rural Relations
Linda Ollivier	Director, Financial Services
Andrew Geary	Partner, Deloitte LLP
Sanjeev Rajani	Senior Manager, Deloitte LLP

#### Entrance

Councillor M. Allen joined the meeting at 3:38 p.m.

#### Recess

A recess occurred between 3:45 p.m. and 4:09 p.m., at which time the meeting was reconvened in Council Chamber, and Councillors K. McGrath and P. Meagher joined the meeting.

### MOTION:

THAT the meeting reconvene in public.

**RESULT:** CARRIED [UNANIMOUS]  
**MOVER:** Phil Meagher, Councillor  
**SECONDER:** Claris Voyageur, Councillor  
**FOR:** Scott, Allen, Balsom, Inglis, Lalonde, McGrath, Meagher, Murphy,  
Peddle, Voyageur  
**ABSENT:** Stroud

### 3. **Adoption of Agenda (at 4:00 p.m. in Council Chamber)**

#### Notice of Motion

Mayor D. Scott served notice of his intent to bring forward the following motion for consideration at the April 23, 2019 Council meeting:

THAT Administration undertake a third party review of the current shared services model and governance structure between the Municipality and the Regional Recreation (the "Corporation") to determine whether or not it is appropriately serving the needs of both the Municipality and the Corporation, and to provide the findings of this review, including any recommendations for changes, to Council.

#### **MOTION:**

THAT the agenda be adopted as presented.

**RESULT:** CARRIED [UNANIMOUS]  
**MOVER:** Phil Meagher, Councillor  
**SECONDER:** Jeff Peddle, Councillor  
**FOR:** Scott, Allen, Balsom, Inglis, Lalonde, McGrath, Meagher, Murphy,  
Peddle, Voyageur  
**ABSENT:** Stroud

### 4. **Minutes of Previous Meetings**

#### 4.1. **Council Meeting - March 26, 2019**

#### **MOTION:**

THAT the minutes of the Council Meeting held on March 26, 2019 be approved as presented.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Krista Balsom, Councillor
<b>SECONDER:</b>	Claris Voyageur, Councillor
<b>FOR:</b>	Scott, Allen, Balsom, Inglis, Lalonde, McGrath, Meagher, Murphy, Peddle, Voyageur
<b>ABSENT:</b>	Stroud

## 5. Recognition

### 5.1. Congenital Diaphragmatic Hernia Awareness Day

Mayor D. Scott recognized April 19, 2019 as Congenital Diaphragmatic Hernia Awareness Day and acknowledged special guests in the gallery.

#### Recess

A brief recess occurred from 4:15 p.m. until 4:16 p.m.

#### Pecuniary Interest

Councillors C. Voyageur and J. Peddle declared a pecuniary interest in relation to the Wood Buffalo Housing & Development Corporation presentation and exited the meeting at 4:18 p.m.

## 6. New Business

### 6.1. 2018 Audited Consolidated Financial Statements

Linda Ollivier, Director, Financial Services, and Ray Cayen, Manager, Financial Planning, presented on the following two items on the agenda, 2018 Audited Consolidated Financial Statements and 2018 Non-Consolidated Financial Statements.

#### Exit and Return

Councillor M. Allen exited the Chamber at 4:20 p.m. and returned at 4:24 p.m.

Melissa Flett, Director, and Amanda MacPherson, Board Chair, presented on behalf of the Wood Buffalo Regional Library.

#### Exit and Return

Councillor K. McGrath exited the Chamber at 4:41 p.m. and returned at 4:43 p.m.

Maureen Deverdeen, Director, Finance and Supply Chain, and Graig Walsh, Chief Executive Officer, presented on behalf of the Regional Recreation Corporation.

Janna Folsom, Director of Finance, and Roy Amulu, Board Treasurer, presented on behalf of the Wood Buffalo Housing & Development Corporation.

Exit and Return

Councillor V. Murphy exited the Chamber at 5:13 p.m. and returned at 5:15 p.m.

Andrew Geary, Partner, Deloitte LLP, and Sanjeev Rajani, Senior Manager, Deloitte LLP, spoke to the 2018 Audited Consolidated Financial Statements.

**MOTION:**

THAT the 2018 Audited Consolidated Financial Statements for the Regional Municipality of Wood Buffalo for the year ending December 31, 2018, be accepted as information.

<b>RESULT:</b>	<b>CARRIED</b>
<b>MOVER:</b>	Mike Allen, Councillor
<b>SECONDER:</b>	Sheila Lalonde, Councillor
<b>FOR:</b>	Scott, Allen, Balsom, Inglis, Lalonde, McGrath, Meagher, Murphy
<b>PECUNIARY</b>	
<b>INTEREST:</b>	Peddle, Voyageur
<b>ABSENT:</b>	Stroud

**6.2. 2018 Non-Consolidated Financial Statements****MOTION:**

THAT Council accept the 2018 Non-Consolidated Financial Statements for the Regional Municipality of Wood Buffalo for the year ended December 31, 2018 as information.

<b>RESULT:</b>	<b>CARRIED</b>
<b>MOVER:</b>	Phil Meagher, Councillor
<b>SECONDER:</b>	Sheila Lalonde, Councillor
<b>FOR:</b>	Scott, Allen, Balsom, Inglis, Lalonde, McGrath, Meagher, Murphy
<b>PECUNIARY</b>	
<b>INTEREST:</b>	Peddle, Voyageur
<b>ABSENT:</b>	Stroud

Return

Councillor J. Peddle and Councillor C. Voyageur returned to the meeting at 5:23 p.m.

Pecuniary Interest

Councillor M. Allen declared a pecuniary interest in relation to the next two agenda items, 2019 Capital Budget Amendments and the Downtown Land Development: Next Steps, and exited the meeting at 5:23 p.m.

### 6.3. 2019 Capital Budget Amendments

Linda Ollivier, Director, Financial Services, spoke to the 2019 Capital Budget Amendments.

#### MOTION:

THAT the 2019 Capital Budget Amendment as summarized on Attachment 1 (2019 Capital Budget Amendment – New & Revised Projects, dated April 9, 2019) be approved; and

THAT the revised Cash Flow of Capital Projects as summarized on Attachment 2 (2019 Capital Budget Amendment – New & Revised Projects - Cash Flow Summary, dated April 9, 2019) be approved.

<b>RESULT:</b>	<b>CARRIED</b>
<b>MOVER:</b>	Krista Balsom, Councillor
<b>SECONDER:</b>	Phil Meagher, Councillor
<b>FOR:</b>	Scott, Balsom, Inglis, Lalonde, McGrath, Meagher, Murphy, Peddle, Voyageur
<b>PECUNIARY</b>	
<b>INTEREST:</b>	Allen
<b>ABSENT:</b>	Stroud

### 6.4. Downtown Land Development: Next Steps

Jamie Doyle, Deputy Chief Administrative Officer, spoke to the Downtown Land Development: Next Steps.

#### MOTION:

THAT Administration revisit the Land Planning and Development Advisory Committee recommendations and re-engage the community to gain a better understanding of community needs and desires for the subject lands.

<b>RESULT:</b>	<b>CARRIED</b>
<b>MOVER:</b>	Jeff Peddle, Councillor
<b>SECONDER:</b>	Verna Murphy, Councillor
<b>FOR:</b>	Scott, Balsom, Inglis, Lalonde, McGrath, Meagher, Murphy, Peddle, Voyageur
<b>PECUNIARY</b>	
<b>INTEREST:</b>	Allen
<b>ABSENT:</b>	Stroud

## 7. Councillors' Motions

### 7.1. Lobbyist Registry

#### Assuming the Chair

Mayor D. Scott vacated the Chair and Deputy Mayor V. Murphy assumed the Chair at 5:39 p.m.

#### Return

Councillor M. Allen returned to the meeting at 5:39 p.m.

Mayor D. Scott provided background information for his motion.

#### **MOTION:**

THAT Administration explore and bring forward a code of conduct bylaw amendment to include the provision for a lobbyist registry.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Don Scott, Mayor
<b>SECONDER:</b>	Claris Voyageur, Councillor
<b>FOR:</b>	Scott, Allen, Balsom, Inglis, Lalonde, McGrath, Meagher, Murphy, Peddle, Voyageur
<b>ABSENT:</b>	Stroud

#### Resuming the Chair

Mayor D. Scott resumed the Chair at 5:47 p.m.

#### **Adjournment**

The meeting adjourned at 5:48 p.m.

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Mayor

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



## COUNCIL REPORT

Meeting Date: April 23, 2019

### **Subject: Bylaw No. 19/010 - Fees, Rates and Charges Bylaw and Bylaw No. 19/011 - Fees Amending Bylaw**

#### **APPROVALS:**

**Annette Antoniak**

\_\_\_\_\_  
Director

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Chief Administrative Officer

#### **Recommended Motion:**

1. THAT Bylaw No. 19/010, being the Fees, Rates and Charges Bylaw, be read a first time.
2. THAT Bylaw No. 19/011, being the Fees Amending Bylaw, read a first time.
3. THAT the required public hearing for Bylaw No. 19/011 be scheduled for May 14, 2019.

#### **Summary:**

As per FIN-030 User Fees and Charges, a comprehensive cost analysis was completed for all user fees and charges that the Regional Municipality of Wood Buffalo ("Municipality"), levies for goods, services and access to facilities. Based on this analysis, additional bylaws are required, and several user fees and charges are recommended to be adjusted and implemented by June 1, 2019.

#### **Background:**

The Municipality levies fees and charges to fund the provision of goods, services and access to facilities. A fee is imposed to regulate an activity and result in the purchase of a privilege or authorization to engage in a certain activity while a charge is a payment for goods, services or access to a facility, such as water, wastewater, transit and other recreational activities. As per FIN-030 User Fees and Charges, the total cost and appropriate level of subsidization of each municipal service will be determined as the starting point for setting the user fee and charge, regardless of whether the full cost will be recovered.

Financial Services completed a comprehensive cost analysis of all user fees and charges, to update the Municipality's user fees and charges model, and calculate the full cost of providing services within the community. Working with each department, a total cost for each user fee and charge was determined, including both direct and indirect costs, level of subsidization required, as well as benchmarking against other

Alberta jurisdictions.

Where it is determined that a service, good or access to a municipal facility provided by the Municipality provides a direct benefit to individuals, group of individuals or businesses, a user fee or charge will be imposed to recover the full cost of providing the service, good or access to a municipal facility. Utility fees and charges are part of the direct benefit; a model has been developed to recover direct costs over the next 5 years followed by assessing the needed fees and charges to recover full cost once direct cost is realized.

Where it is determined that a service, good or access to a municipal facility provided by the Municipality provides a direct benefit to individuals, group of individuals or businesses, but also results in benefits to the public, such will be partially funded by means of a public subsidy from the Municipality's general revenue.

Financial Services researched other Alberta jurisdictions to determine if the Municipality's user fees and charges were reasonable. While not all fees were comparable because of their specific nature, on average the Municipality's user fees and charges were approximately 25% lower than other jurisdictions within the Province.

Throughout the cost analysis, it has been determined that additional bylaws are required to document all user fees and charges, as well as a centralized bylaw which will contain the fee amounts for all municipal bylaws.

#### **Budget/Financial Implications:**

Additional revenue of \$3.1M from increased user fees and charges has been built into the approved 2019 Operating Budget.

#### **Rationale for Recommendation:**

As per FIN-030 User Fees and Charges, the total cost and appropriate level of subsidization of each municipal service will be determined as the starting point for setting the user fee and charge.

#### **Strategic Priorities:**

Responsible Government

#### **Attachments:**

1. Bylaw No. 19/010 Fees Rates & Charges Bylaw
2. Bylaw No. 19/011 Fees Amending Bylaw



## BYLAW NO. 19/010

### **A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO ESTABLISH FEES, RATES AND CHARGES FOR LICENCES, PERMITS, APPROVALS AND SERVICES PROVIDED BY THE MUNICIPALITY**

**WHEREAS** Section 7 of the *Municipal Government Act*, RSA 2000, c. M-26 (the "MGA") empowers Council to enact a bylaw respecting services provided by or on behalf of the municipality;

**AND WHEREAS** Section 8 of the MGA empowers Council to enact a bylaw establishing fees to charge for licences, permits or approvals;

**AND WHEREAS** Section 630.1 of the MGA empowers Council to establish fees to charge for licences, permits or approvals provided pursuant to Part 17 of the MGA;

**NOW THEREFORE**, the Council of the Regional Municipality of Wood Buffalo, duly assembled, enacts as follows:

#### **Short Title**

1. This Bylaw may be cited as the "Fees, Rates and Charges Bylaw".

#### **Definitions**

2. In this Bylaw:
  - 2.01. "Applicable Bylaw" means any bylaw enacted by the Regional Municipality of Wood Buffalo for which Prescribed Fees are imposed in accordance with this Bylaw, as amended or replaced from time to time;
  - 2.02. "Municipality" means the Regional Municipality of Wood Buffalo, as established by *Order In Council 817/94*, as amended;
  - 2.03. "Person" includes a corporation and the heirs, executors, administrators or other legal representative of a person; and
  - 2.04. "Prescribed Fees" means the amount of the fees, rates or charges authorized by this Bylaw, but does not include the Goods and Services Tax.

#### **Prescribed Fees**

3. Prescribed Fees shall be paid by any Person requesting licences, permits, approvals, services, utilities or use of municipal property under this Bylaw in accordance with the following Schedules, which are appended to and form part of this Bylaw:
  - 3.01. Schedule "A" – General Administrative and Miscellaneous Fees

- 3.02. Schedule “B” – Animal Control
  - 3.03. Schedule “C” – Assessment and Taxation
  - 3.04. Schedule “D” - Emergency Services
  - 3.05. Schedule “E” - Parks and Roads
  - 3.06. Schedule “F” - Recreation and Culture
  - 3.07. Schedule “G” - Licenses
  - 3.08. Schedule “H” - Transit Services
  - 3.09. Schedule “I” - Vehicle for Hire
  - 3.10. Schedule “J” - Planning and Development Services
  - 3.11. Schedule “K” - Safety Codes Permitting
  - 3.12. Schedule “L” – Solid Waste
  - 3.13. Schedule “M” – Water
  - 3.14. Schedule “N” – Wastewater
- 4. In the event of a conflict between a Prescribed Fee set out in this Bylaw and the amount of a fee, rate or charge in an Applicable Bylaw, the Prescribed Fee set out in this Bylaw prevails.
  - 5. Despite Section 4, in the event a fee, rate or charge in a bylaw has not been included in this Bylaw, the Municipality may continue to levy a fee, rate or charge that is prescribed in that bylaw.
  - 6. In the event that the Government of Alberta establishes a fee, rate or charge for a matter otherwise governed by this bylaw, the provincial fee, rate or charge shall prevail.

### **Refunds**

- 7. Unless otherwise authorized in this Bylaw, an Applicable Bylaw or other enactment, all fees, rates and charges are non-refundable.

### **Repeal and Enactment**

- 8. Assessment and Taxation Fees Bylaw No. 07/060 and Utility Rates Bylaw No. 10/001, and all amendments thereto, are hereby repealed.

9. This Bylaw comes into effect on June 1, 2019.

READ a first time this \_\_\_\_ day of \_\_\_\_\_, 2019.

READ a second time this \_\_\_\_ day of \_\_\_\_\_, 2019.

READ a third and final time this \_\_\_\_ day of \_\_\_\_\_, 2019.

SIGNED and PASSED this \_\_\_\_ day of \_\_\_\_\_, 2019.

\_\_\_\_\_  
Mayor

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

### Schedule A – General Administrative and Miscellaneous Fees

The Prescribed Fees for general administrative services, as described below, as provided by the Regional Municipality of Wood Buffalo are as follows:

1. Non-sufficient funds (NSF) – Cheque Fee (per occurrence) ..... \$44.00
2. Criminal Record Check
  - (a) Name-Based ..... \$40.00
  - (b) Vulnerable Sector ..... \$40.00
3. Civil Fingerprinting ..... \$50.00
4. Accident Photo Request ..... \$21.00
5. Collision Statement Request ..... \$25.00
6. Application for New Boulevard Crossing ..... \$125.00
7. Extension of Existing Boulevard Crossing ..... \$20.00
8. Utility Installation and Street Occupation ..... \$125.00

## Schedule B – Animal Control

The Prescribed Fees for the licences, permits, approvals or services provided relative to Animal Control are as follows:

### 1. Licensing Fees

- a) Animal Licence – Spayed or Neutered..... \$15.00
- b) Animal Licence – Non-spayed or Non-neutered ..... \$30.00
- c) Animal Licence – Vicious Animal ..... \$250.00
- d) Animal Licence – Dangerous Dog ..... \$100.00

### 2. Replacement of Lost Tag ..... \$10.00

### 3. Impound Fees

- (a) Per Animal (per day) ..... \$10.00
- (b) Vicious Animal (per day) ..... \$50.00
- (c) Dangerous Dog (per day) ..... \$50.00

### 4. Quarantine Costs (per day) ..... \$25.00

### 5. Administration Fees

- (a) Per Animal ..... \$25.00
- (b) Vicious Animal ..... \$250.00
- (c) Dangerous Dog..... \$125.00

### 6. Fort Chipewyan – Dog Tags (per tag) ..... \$2.50

### Schedule C – Assessment and Taxation

The Prescribed Fees for the licences, permits, approvals or services relative to Assessment and Taxation are as follows:

1. Tax Certificate
  - (a) Written request ..... \$35.00
  - (b) Electronic self-service ..... \$20.00
2. Tax Search
  - (a) Written request ..... \$15.00
  - (b) Electronic self-service ..... \$10.00
3. Proof of Ownership Letter ..... \$35.00
4. Services in response to written or hard copy request from  
lending institutions for the purpose of enabling payment of  
taxes on behalf of clients (per account) ..... \$15.00
5. Delinquent account transfer ..... \$15.00
6. Assessment & Tax Notices
  - (a) Current year ..... \$5.00
  - (b) Prior Years (per year) ..... \$5.00
7. Assessment Summary ..... \$25.00
8. Assessment Record ..... \$25.00
9. Photocopy of Assessment Roll (per page) ..... \$1.00
10. Other information not covered elsewhere in this schedule (per  
hour of staff time – minimum charge 1 hour) ..... \$40.00

### Schedule D – Emergency Services

The Prescribed Fees for the licences, permits, approvals or services associated with the provision of Emergency Services are as follows:

1. Response to Fires and Alarms involving criminal convictions  
(includes personnel costs)
  - (a) Ambulance (per hour) ..... \$300.00
  - (b) Hazardous Materials Unit (per hour) ..... \$708.00
  - (c) Ladder (per hour) ..... \$1,250.00
  - (d) Pumper (per hour) ..... \$775.00
  - (e) Rescue (per hour) ..... \$644.00
  - (f) Tanker (per hour) ..... \$580.00
2. Expert Witness for litigation (based on actual cost for staff,  
plus travel and expenses – 2 hour minimum) ..... Full Cost Recovery
3. Interviews requested by lawyers, insurance companies,  
adjusters or other agents related to a response by Regional  
Emergency Services (actual staff cost, plus travel and  
expenses – 2 hour minimum) ..... Full Cost Recovery
4. Copies of reports or documentation related to a requested  
inspection or specific emergency including all services  
associated with providing the requested documentation which  
could take up to two hours of research to complete:
  - (a) Fire Inspection Report for licensing, certificates, legal  
requirement under the Act or Regulation ..... \$132.00
  - (b) Fire Investigation Reports (per document) ..... \$132.00
5. Files Search (per search) ..... \$132.00
6. Special Requests and Reviews ..... \$69.00
7. Incidents on Provincial Highways
  - (a) Ladder and Pumper trucks (per hour) ..... \$615.00
  - (b) Light & Medium rescue vehicles (per hour) ..... \$615.00
  - (c) Command vehicles (per hour) ..... \$185.00
8. Certified Fire Extinguisher Training (per certificate) ..... \$50.00

## 9. Occupant Load Certificate

- (a) Original (per certification)..... \$110.00
- (b) Non-profit (50% discount per certification) ..... \$55.00
- (c) Reprint of certificate (per certification) ..... \$55.00

## 10. Ambulance

- (a) Ground ambulance
  - (i) Individuals and Alberta Blue Cross clients – Under 65 (transport) (mileage rate \$3.12).....\$385.00 + \$3.12/km
  - (ii) Individuals and Blue Cross – Under 65 (no transport)..... \$250.00
- (b) Basic Life Support – Alberta Blue Cross clients (aged 65+), Assisted Income for Severely Handicapped (AISH), Social Services and Immigration (transport) ....\$146.00 + \$3.12/km
- (c) Advanced Life Support – Alberta Blue Cross clients (aged 65+), Assisted Income for Severely Handicapped (AISH), Social Services and Immigration (transport) .....\$191.00 + \$3.12/km
- (d) Response – Alberta Blue Cross clients (aged 65+), Assisted Income for Severely Handicapped (AISH), Social Services and Immigration (no transport) .....\$98.00 + \$3.12/km
- (e) Standby – Alberta Blue Cross clients (aged 65+), Assisted Income for Severely Handicapped (AISH), Social Services and Immigration (per hour – 3-hour maximum) ..... \$300.00
- (f) Interfacility transfers for out-of-province residents .....\$385.00 + \$3.12/km
- (g) Interfacility transfers from non-AHS owned or operated facilities, including facilities owned or operated by Third Party Operators .....\$385.00 + \$3.12/km
- (h) Individual Account Surcharge (non-Alberta resident)..... \$200.00
- (i) Service for Treaty and Bigstone Cree Nation
  - (i) Basic Life Support .....\$218.71 + \$2.67/km
  - (ii) Advanced Life Support .....\$262.46 + \$2.67/km
  - (iii) Response (no transport) ..... \$129.24
  - (iv) Standby (3-hour maximum)..... \$129.24/hour
  - (v) Surcharge (incident on Reserve or Crown land) ..... \$150.00



- (j) Body Removal
  - (i) Within the Urban Service Area and the first 20 kms outside the Urban Service Area..... \$300.00
  - (ii) After 20 kms from Urban Service Area (mileage rate \$1.13/km) ..... \$300.00 + mileage

## 11. Permits

- (a) Open Air Burn – Single Event..... \$44.00
- (b) Fire Pit – Single Event ..... \$39.00
- (c) Light open flames in buildings (fire performance/ events)
  - (i) Single Event..... \$39.00
  - (ii) One Month (30 days) ..... \$66.00
  - (iii) Annual..... \$132.00
- (d) Shut Down Fire Alarm System
  - (i) Single Event..... \$39.00
  - (ii) One Month (30 days) ..... \$66.00
  - (iii) Annual..... \$132.00
- (e) Shut Down Sprinkler System
  - (i) Single Event..... \$39.00
  - (ii) One Month (30 days) ..... \$66.00
  - (iii) Annual..... \$132.00
- (f) Special Fire Suppression System Shutdown
  - (i) Single Event..... \$39.00
  - (ii) One Month (30 days) ..... \$66.00
  - (iii) Annual..... \$132.00
- (g) Commercial Cooking Exhaust Systems Cleaning
  - (i) Single Event..... \$39.00
  - (ii) One Month (30 days) ..... \$66.00
  - (iii) Annual..... \$132.00
- (h) Hot Works (cutting, welding, soldering)
  - (i) Single Event..... \$39.00
  - (ii) One Month (30 days) ..... \$66.00
  - (iii) Annual..... \$132.00
- (i) Install or Remove Above-Ground Fuel Storage Tank
  - (i) Single Event..... \$220.00
  - (ii) Additional Tank (per tank) ..... \$110.00

- (j) Install or Remove Underground Fuel Storage Tank
  - (i) Single Event ..... \$220.00
  - (ii) Additional Tank (per tank) ..... \$110.00
- (k) Fireworks Discharge
  - (i) Low Hazard ..... \$44.00
  - (ii) High Hazard ..... \$132.00
- (l) Fireworks Discharge Pyrotechnics (high hazard)..... \$132.00

### Schedule E – Parks and Roads

The Prescribed Fees for the use of any parks, cemetery and columbarium, and road permits and services are as follows:

1. Dead Fall ..... \$10.00
2. Cemetery and Columbarium
  - (a) Traditional Burial
    - (i) Adult – 17 years and over ..... \$1,675.00
    - (ii) Child – 16 years and under ..... \$900.00
  - (b) Cremation – In-ground plot – Adult and child ..... \$600.00
  - (c) Outdoor Columbarium Niche ..... \$1,050.00
  - (d) Disinterment..... \$1,675.00
3. Turning street lights for wide loads (permit)..... \$1,554.80
4. Snow Dump Permit
  - (a) Commercial (per season) ..... \$100.00
  - (b) Residential (per season) ..... \$100.00
  - (c) Pick-up Truck (per usage)..... \$20.00
  - (d) Tandem (per usage) ..... \$20.00
  - (e) Tandem & trailer (per usage) ..... \$30.00
5. Over-Dimensional Load Permits
  - (a) Over-Dimensional Load Permits are issued by Alberta Transportation through the Transportation Routing and Vehicle Information System program. Fees are established and collected in accordance with Schedule 9 of the *Commercial Vehicle Dimension and Weight Regulation*, AR 315/2002, as may be amended or repealed and replaced from time to time.
6. Fort Chipewyan - Aggregate Sales (includes 15% Administrative Fee)
  - (a) 12.5 mm gravel ..... \$54.80/yd<sup>3</sup>
  - (b) 20 mm crushed gravel ..... \$28.40/yd<sup>3</sup>
  - (c) 20 mm washed gravel..... \$72.40/yd<sup>3</sup>
  - (d) 80 mm gravel ..... \$24.05/yd<sup>3</sup>
  - (e) 160 mm gravel ..... \$21.39/yd<sup>3</sup>

### Schedule F – Recreation and Culture

The Prescribed Fees for the use of the facilities or recreational and cultural programs provided by the Regional Municipality of Wood Buffalo are as follows:

1. Syncrude Athletic Park (SAP) Clubhouse Rental
  - (a) 1 room (kitchen, atrium, Meeting Room A, or Meeting Room B) – hourly rate..... \$40.00
  - (b) 2 rooms (kitchen, atrium, Meeting Room A, or Meeting Room B) – hourly rate..... \$60.00
  - (c) Full Clubhouse
    - (i) Hourly rate ..... \$100.00
    - (ii) Daily rate ..... \$430.00
2. WinterPLAY Shootout on the Snye (per player)
  - (a) Early Bird Registration ..... \$30.00
  - (b) Registration..... \$40.00
3. Urban Market (per occasion)
  - (a) Vendor Fee ..... \$35.00
  - (b) Tent Rental ..... \$50.00
  - (c) Daily Market insurance ..... \$23.00
  - (d) Cancellation fee ..... \$25.00
4. McMurray Experience (per hour) ..... \$50.00
5. Field Rental (includes softball, slo-pitch, soccer, rugby, football, etc.) – hourly rate
  - (a) Adults
    - (i) Class 1 Field ..... \$40.00
    - (ii) Class 2 Field ..... \$40.00
    - (iii) Class 3 Field ..... \$25.00
    - (iv) Class 4 Field ..... \$17.00
  - (b) Youth
    - (i) Class 1 Field ..... \$27.00
    - (ii) Class 2 Field ..... \$27.00
    - (iii) Class 3 Field ..... \$15.00
    - (iv) Class 4 Field ..... \$12.00

6. School Rental – Parks Administration (hourly rate)
  - (a) Gymnasium – Adult ..... \$35.00
  - (b) Classroom – Adult ..... \$12.00
  - (c) Gymnasium – Youth Sport..... \$13.00
  - (d) Gymnasium – Youth Development ..... \$7.00
7. Ice Surface Rental (hourly rate)
  - (a) Regular ice – Adult ..... \$185.00
  - (b) Regular ice – Youth ..... \$115.00
  - (c) Mini-Ice ..... \$47.00

#### Fort Chipewyan

8. Fort Chipewyan Municipal Office Boardroom
  - (a) Hourly ..... \$25.00
  - (b) Half Day ..... \$75.00
  - (c) Full Day..... \$150.00
9. Archie Simpson Recreation Centre
  - (a) Boardroom
    - (i) Hourly..... \$25.00
    - (ii) Half Day ..... \$75.00
    - (iii) Full Day..... \$150.00
  - (b) Conference Room (including audio-visual equipment)
    - (i) Hourly..... \$30.00
    - (ii) Half Day ..... \$100.00
    - (iii) Full Day..... \$200.00
10. Mamawi Community Hall
  - (a) Hall Rental – half-day..... \$100.00
  - (b) Hall Rental – full-day..... \$200.00
  - (c) Banquet ..... \$300.00
  - (d) Dance, without alcohol (per event) ..... \$300.00
  - (e) Dance, with alcohol (per event) ..... \$400.00
  - (f) Clean-up Fee for large functions (per service)..... \$250.00
  - (g) Kitchen use, with appliances (per event) ..... \$50.00

- (h) Kitchen use, without appliances (per event) ..... \$25.00

Janvier

11. Janvier Municipal Office Community Room

- (a) Hourly ..... \$75.00  
 (b) Full Day..... \$350.00

### Schedule G – Licenses

The Prescribed Fees for the permits, approvals or services for Licencing are as follows:

1. Resident Business Licence (annual fee) ..... \$60.00
2. Non-Resident Business Licence (annual fee)
  - (a) Sales – tangible products offered for sale:
    - (i) Goods selling at \$1,000.00 or more per item ..... \$500.00
    - (ii) Goods selling at less than \$1,000.00 per item ..... \$200.00
  - (b) Services ..... \$525.00
3. Project Accommodation (minimum fee \$1,000) – per unit rate  
based on Number of work camp beds x number of days  
occupied ..... \$1.25
4. Handicraft Licence (daily) ..... \$10.00
5. Trade Show Organizer (annual fee)
  - (a) Resident business ..... \$525.00
  - (b) Non-resident business ..... \$2,100.00
6. Cannabis Related License (annual fee)..... \$350.00

## Schedule H – Transit Services

The Prescribed Fees for the licences, permits, approvals or services relating to Transit Services are as follows:

### 1. Transit Fees

#### (a) Urban (one-way)

(i) Cash Fare .....	\$1.50
(ii) Eighteen-Ride Booklet .....	\$25.50
(iii) Monthly Pass (student) .....	\$41.00
(iv) Monthly Pass (adult) .....	\$54.00

#### (b) Rural (one-way)

(i) Cash Fare – Adult .....	\$10.00
(ii) Cash Fare – Child .....	\$5.00

#### (c) Specialized Transportation (per use) ..... \$1.50

### 2. Charters

(a) municipal use only (hourly rate) .....	\$115.00
(b) external and non-municipal use (hourly rate) .....	\$130.00
(c) SMART rate – specialized transit .....	\$35.00



### Schedule I – Vehicle for Hire

The Prescribed Fees for the licences, permits, approvals or services relating to Vehicles for Hire are as follows:

1. Application for Chauffeur's Permit
  - (a) Municipal resident..... \$85.00
  - (b) Non-Municipal resident ..... \$170.00
  - (c) Operating exclusively in Fort Chipewyan ..... \$50.00
2. Replacement of damaged Chauffeur's Permit..... \$25.00
3. Replacement of lost or stolen Chauffeur's Permit
  - (a) With filed police report ..... \$25.00
  - (b) Without filed police report ..... \$500.00
4. Application for Vehicle for Hire Licence
  - (a) General..... \$500.00
  - (b) Operating exclusively in Fort Chipewyan..... \$150.00
5. Replacement of damaged Vehicle for Hire Licence..... \$25.00
6. Replacement of lost or stolen Vehicle for Hire Licence
  - (a) With filed police report ..... \$25.00
  - (b) Without filed police report ..... \$500.00
7. Application for Brokerage Licence..... \$50.00
8. Application for Independent Driver Owner Licence
  - (a) Municipal resident..... \$50.00
  - (b) Non-municipal resident ..... \$100.00
9. Replacement of damaged Independent Driver Owner Licence
  - (a) Municipal resident..... \$25.00
  - (b) Non-municipal resident ..... \$50.00
10. Replacement of lost or stolen Independent Driver Owner Licence

- (a) With filed police report
  - (i) Municipal resident ..... \$25.00
  - (ii) Non-municipal resident ..... \$50.00
- (b) Without filed police report
  - (i) Municipal resident ..... \$500.00
  - (ii) Non-municipal resident ..... \$500.00

## Schedule J – Planning and Development Services

The Prescribed Fees for the licences, permits, approvals or services provided under the Land Use Bylaw and Subdivision Authority Bylaw are as follows:

### 1. Permit Applications - Residential Development

(a)	Single detached dwelling .....	\$100.00
(b)	Semi-detached and Duplex Dwellings (per unit) .....	\$100.00
(c)	Triplex Dwellings (per unit) .....	\$100.00
(d)	Fourplex Dwellings (per unit) .....	\$100.00
(e)	Townhouses (per unit) .....	\$100.00
(f)	Apartment Buildings.....	\$300.00 + \$37.50/unit
(g)	Manufactured Homes (per unit) .....	\$100.00
(h)	Demolitions .....	\$250.00
(i)	Home Occupations .....	\$60.00
(j)	Home Businesses .....	\$100.00
(k)	Basement Suites.....	\$125.00
(l)	Family Care Dwellings .....	\$125.00
(m)	Lot Grading .....	\$125.00
(n)	Lot Clearing & Grubbing .....	\$125.00
(o)	Accessory Structure.....	\$100.00
(p)	Additions to Residential .....	\$100.00

### 2. Permit Applications - Commercial, Industrial and Institutional Development

(a)	New commercial, industrial and institutional developments (Maximum \$10,000)	
(i)	for first 500 m <sup>2</sup> of gross floor area .....	\$300.00 + \$2.50/m <sup>2</sup>
(ii)	for area over 500 m <sup>2</sup> gross floor area.....	+ \$1.25/m <sup>2</sup>
(b)	Additions to commercial, industrial and institutional developments (based on addition only) (maximum \$10,000)	
(i)	for first 500 m <sup>2</sup> of gross floor area .....	\$300.00 + \$2.50/m <sup>2</sup>
(ii)	for area over 500 m <sup>2</sup> gross floor area.....	+ \$1.25/m <sup>2</sup>
(c)	Accessory Structure.....	\$100.00
(d)	Religious Assembly, Educational Service Facility, Daycare Centre (maximum \$10,000)	

- (i) for first 500 m<sup>2</sup> of gross floor area ..... \$300.00 + \$2.50/m<sup>2</sup>
  - (ii) for area over 500 m<sup>2</sup> gross floor area ..... + \$1.25/m<sup>2</sup>
- (e) Oil sands mining, extraction and upgrading projects and oil sands pilot projects (based on \$10/\$100,000 of construction value) ..... Minimum \$10,000.00
- (f) Additions to oil sands mining, extraction and upgrading projects and oil sands pilot projects (addition only) (based on \$10/\$100,000 of construction value) ..... Minimum \$10,000.00
- (g) Change of use or change of occupancy within existing commercial, industrial and institutional buildings ..... \$300.00
- (h) First use within new commercial, industrial and institutional building, if not approved with the development permit ..... \$300.00
- (i) Shared occupancy with an existing business, if a discretionary use in the land use district ..... \$300.00
- (j) Demolitions ..... \$250.00
- (k) Special Events
  - (i) Private Land ..... \$275.00
  - (ii) Municipal Land ..... \$100.00
  - (iii) Municipal Land – Not for Profit ..... \$25.00
- (l) Temporary Uses or Building (less than 180 days) ..... \$250.00
- (m) Temporary Uses or Building (180 days or more) (maximum \$10,000)
  - (i) for first 500 m<sup>2</sup> of gross floor area ..... \$275.00 + \$2.50/m<sup>2</sup>
  - (ii) for area over 500 m<sup>2</sup> gross floor area ..... + \$1.25/m<sup>2</sup>
- (n) Lot grading ..... \$125.00
- (o) Clearing and Grubbing ..... \$125.00
- (p) Development Approval Letter ..... \$20.00
- (q) Work Camps ..... \$1,000.00 + \$100.00/bed
- (r) Outdoor Storage or Use (no buildings or structures)
  - (i) Lot area less than 0.4 ha ..... \$275.00
  - (ii) Lot area of 0.4 ha or greater ..... \$550.00
- (s) RV Parking Permit ..... \$50.00
- (t) Residential Sales Centre ..... \$225.00
- (u) Golf Course (9 per holes) ..... \$1,100.00 + 50% of original

- ..... fee for each additional submission
- (v) RV Park ..... \$275.00 + \$10.00/stall
- (w) Request for Landscaping Inspection
- (i) First and second request.....NIL
- (ii) Third and subsequent request (per request) ..... \$250.00

### 3. Permits - General

- (a) Return of Incomplete Development Permit Application ..... \$375.00
- (b) Commencement of development prior to issuance of development permit (development fee is two times fee listed in this Schedule) ..... 2 x regular fee
- (c) Notification Fee for applications or decisions on applications require notification to adjacent property owners (in addition to other fees specified)..... \$75.00
- (d) Advertising fee for decisions on development matters..... \$50.00
- (e) Development Agreement required as a condition of development permit (required to be submitted with composite engineering drawings) ..... \$750.00
- (f) Developer-requested changes to the Municipality's standard development agreement ..... Full Legal Costs
- (g) Developer-initiated change to a development application after submission (in addition to original application fee) ..... 25% of original fee

### 4. Subdivision Application

- (a) Plan of subdivision Application Fee including Bareland Condominium Plans
- (i) Residential (Single Detached, Semi-detached, Manufactured Home)... \$1000.00/first 2 lots + \$150.00/lot
- (ii) Multi-family (apartments, townhouses).....\$850.00/lot
- (iii) Commercial and Industrial .....\$850.00/lot
- (iv) Direct Control .....\$850.00/lot
- (v) Municipal Reserve, Environmental Reserve and Public Utility Lots.....NIL
- (b) Endorsement Fees ..... 1 x application fee
- (c) Condominium Application and Endorsement Fee... ..... \$50.00

- (d) Phased Registration of an Approved Subdivision .....\$550.00/phase
- (e) Subdivision Approval Time Extension
  - (i) First Extension request ..... \$275.00
  - (ii) Second Extension ..... \$525.00
  - (iii) Third and each subsequent request..... \$775.00
- (f) Subdivision Application Fee Refunds
  - (i) Prior to circulation ..... 85%
  - (ii) Before Review..... 25%
  - (iii) After Review.....No refund
- (g) Modification of Tentative Plan of Subdivision
  - (i) Before Circulation..... \$275.00
  - (ii) After Circulation.....50% of original fee
- (h) Modification of Approved Plan of Subdivision .....50% of original fee
- (i) Discharge of Caveat ..... \$75.00
- (j) Address Change request ..... \$100.00
- (k) Development Agreements
  - (i) As a condition of a Plan of Subdivision or  
Condominium Plan ..... \$2,750.00
  - (ii) Developer-requested variation to the  
Development Agreement Standard  
Template .....all legal cost
- (l) Re-application for Subdivision within 12 months of a  
decision (including appeal decisions) for same site with  
similar or identical design..... 3 x original application fee
- (m) For the purpose of calculating fees set out in section 4  
of this schedule:
  - (i) Remnant lots are to be included in the count of lots created.
  - (ii) Municipal Reserve, Environmental Reserve, School Reserve and  
Public Utility Lots are not included in the count of lots created.

## 5. Compliance Certificate Application Fees

- (a) Single Detached, Semi-detached, Manufactured  
home.....\$100.00/dwelling unit
- (b) Apartment Building .....\$175.00/principal building
- (c) Commercial, Industrial, Institutional Buildings.....\$175.00/principal building
- (d) Townhouses – Individual Units ..... \$100.00
- (e) Townhouse Cluster – 6 Units or less ..... \$175.00

- (f) Townhouse Cluster – More than 6 Units.....\$40.00/dwelling unit
- (g) Fees will be doubled for all compliance certificate requests on a RUSH basis.
  - (i) For purposes of this bylaw, RUSH basis is defined as being within 48 hours of receiving a request.

6. **Application for Variance** ..... \$95.00

7. **Letter of Zoning Confirmation** ..... \$50.00

8. **File Search (\$50 per hour)**..... Minimum \$50.00

9. **Bylaws and Bylaw Amendments**

(a) Land Use Bylaw

(i) Text Amendment..... \$2,250.00

(ii) Map District Amendment

Class	Zoning of Property
1	RI, RIE, RIM, RIS, RIP, RMH, RMH-1, RMH-2, R2, R2-1, CR, HR, SE, SH, ND, SCL1
2	LBL, LBL-R4, LBL-C, R3, R3-1, R3-2, R4, R5, R5-MU, MFD, SCL2, SR1
3	A, BOR-1, CD, CI, C2, C3, C3-A, C4, C4-A, C5, CBD1, FRA1, HC, HG, GD, MDD, MD, PRA1, PRA2, TCD, WD
4	BI, BIU, SI
5	EP, PS, PS-CC, PR, PR-CC, RIVF, UE, RD
6	All DC Districts and City Center Zones DMRZ, NFZ, FRZ and RZ

1. From Class 1 to:
  - a. Class 1, 2, 4 or 5..... \$2,000.00
  - b. Class 3..... \$3,000.00
  - c. Class 6..... \$4,000.00
2. From Class 2 to:
  - a. Class 1, 3 or 5 ..... \$3,000.00
  - b. Class 2 or 4 ..... \$2,000.00
  - c. Class 6..... \$4,000.00
3. From Class 3 to:
  - a. Classes 1-5..... \$2,000.00
  - b. Class 6..... \$4,000.00
4. From Class 4 to:
  - a. Class 1, 2 or 5 ..... \$3,000.00
  - b. Class 3 or 4 ..... \$3,000.00
  - c. Class 6..... \$4,000.00

5. From Class 5 to:
  - a. Classes 1-5..... \$1,000.00
  - b. Class 6..... \$4,000.00
6. From Class 6 to all Classes..... \$4,000.00
- (iii) Despite subclauses (i) through (vi), where an application to amend the Land Use Bylaw involves amendment within two or more of the above categories, the highest fee shall apply.
- (b) Statutory Plans and Amendments
  - (i) Municipal Development Plan Amendment ..... \$3,250.00
  - (ii) Area Structure Plan Amendment..... \$3,250.00
  - (iii) Area Redevelopment Plan Amendment ..... \$3,250.00
  - (iv) Adoption of Area Structure Plan..... \$3,250.00
- (c) Multiple Amendments - Where an application to concurrently amend the Land Use Bylaw and a Statutory Plan, or two (2) Statutory Plans for the same site, the application fee shall be the sum of the highest fee and 50% of any other amendment application fees.
- (d) Outline Plans ..... \$3,250.00
- (e) Road Closure (processing) ..... \$2,000.00
- (f) Amendment Fee Refunds:
  - (i) Prior to Circulation of File..... 85% of fee
  - (ii) During or After Circulation of File ..... 50% of fee
  - (iii) After First Reading of a Proposed Bylaw ..... 30% of fee
  - (iv) After Advertising of a Bylaw in the Newspaper .....NIL

## 10. Signs

- (a) Sign Development Permit..... \$75.00
- (b) Portable Sign Marker ..... \$175.00
- (c) Comprehensive Sign Development Permit
  - (i) Less than 5 signs ..... \$350.00
  - (ii) More than 5 signs..... \$600.00

## 11. Telecommunications Tower

- (a) Freestanding Telecommunication Tower - Request for Letter of Concurrence ..... \$3,500.00
- (b) Rooftop, Structure Mounted – Request for Letter of Concurrence ..... \$2,600.00



- (c) Co-location (when added to existing telecommunication structure)..... \$200.00

## 12. Other Leases and Agreements

- (a) Licence of Occupation Application..... \$200.00
- (b) Road Use Agreement (per road, per year)..... \$1,000.00
- (c) Encroachment Application ..... \$200.00
- (d) Undeveloped Government Road Allowance Crossings (per location)..... \$1,000.00
- (e) Facility Crossing (per location)..... \$1,000.00
- (f) Lease Application ..... \$200.00

## Schedule K – Safety Codes Permitting

Prescribed Fees for the licences, permits, approvals or services provided for Safety Codes are as follows:

### 1. Building Permits

#### (a) Residential Contractor

- (i) A minimum fee shall be charged for issuance of any Building Permit. (In determining the estimated cost of construction for building permit fee purposes, the definition of work shall deem to be all aspects of the building, excluding landscaping, paving and furnishings/non-fixtures). ..... Minimum \$125.00
- (ii) Residential New Construction, Additions and Renovations (per square foot)..... \$1.65
- (iii) Attached garage (per square foot) ..... \$0.70
- (iv) Modular Home/ Mobile Home/ Move-on Relocation; on a crawlspace or full foundation (Developed Floor Area) (per square foot) ..... \$0.50
- (v) Mobile Home; on pilings or blocks..... \$250.00
- (vi) Demolition ..... \$200.00
- (vii) Basement Suite (Developed Area) (per square foot)..... \$0.75
- (viii) Basement Development/ Renovations/ Accessory Structures (Developed Area) (per square foot)..... \$0.50
- (ix) Minor Residential Construction; under 100 sq./ft. (10 m<sup>2</sup>) or up to \$12,000 in construction value..... \$125.00
- (x) Solid Fuel Appliance ..... \$200.00

#### (b) Residential Homeowner

- (i) A minimum fee shall be charged for issuance of any Building Permit. (In determining the estimated cost of construction for building permit fee purposes, the definition of work shall deem to be all aspects of the building, excluding landscaping, paving and furnishings/non-fixtures). ..... Minimum \$150.00
- (ii) Residential New Construction, Additions and Renovations (per square foot)..... \$1.80
- (iii) Attached garage (per square foot) ..... \$0.70
- (iv) Modular Home/Mobile Home/Move-on Relocation; on a crawlspace or full foundation (Developed Floor Area) (per square foot) ..... \$0.50

(v)	Mobile Home; on pilings or blocks.....	\$300.00
(vi)	Demolition .....	\$225.00
(vii)	Basement Suite (Developed Area) (per square foot).....	\$0.80
(viii)	Basement Development/Renovations/Accessory Structures (Developed Area) (per square foot) .....	\$0.60
(ix)	Minor Residential Construction; under 100 sq./ft (10 m2) or up to \$12,000 in construction value. ....	\$150.00
(x)	Solid Fuel Appliance .....	\$225.00
(c)	Commercial, Industrial and Institutional	
(i)	For each \$1,000, or part thereof of the estimated cost of construction re: Commercial new construction, additions or camps.....	\$9.25
(ii)	For each \$1,000, or part thereof of the estimated cost of construction re: Renovation/Addition .....	\$9.25
(iii)	For each \$1,000, or part thereof of the estimated cost of construction re: Move-on/Relocatable Oil and Gas Industrial .....	\$9.25
(iv)	Demolition .....	\$300.00
(v)	Fire Alarm Replacement/Upgrade (Minimum \$200, or \$0.5 per sq./ft of developed area) .....	\$200.00
(vi)	Minimum Commercial Building Permit Fee .....	\$250.00
(vii)	Solid Fuel Appliance .....	\$200.00

## 2. Plumbing Permits

(a)	Contractor Residential, Commercial, Industrial, Institutional and Oil and Gas (if a modular unit is being installed, then a drop will be the same as a fixture)	
(i)	1 to 7 Fixtures .....	\$125.00
(ii)	8 to 16 Fixtures .....	\$165.00
(iii)	17 to 25 Fixtures .....	\$205.00
(iv)	26 to 34 Fixtures .....	\$245.00
(v)	35 to 45 Fixtures .....	\$295.00
(vi)	46 to 54 Fixtures .....	\$335.00
(vii)	55 to 64 Fixtures .....	\$385.00
(viii)	65 to 74 Fixtures .....	\$435.00
(ix)	75 to 84 Fixtures .....	\$485.00
(x)	85 to 100 Fixtures .....	\$525.00
(xi)	For every fixture over 100 fixtures.....	\$1.25
(xii)	For each rain water leader, roof drain .....	\$6.00
(xiii)	Minimum fee for any plumbing permit .....	\$125.00

- (xiv) Cross connection and backflow prevention to install a backflow device or a lawn sprinkler system..... \$30.00
- (b) Homeowner Residential
  - (i) 1 to 7 Fixtures ..... \$145.00
  - (ii) 8 to 16 Fixtures ..... \$185.00
  - (iii) 17 to 25 Fixtures ..... \$225.00
  - (iv) 26 to 34 Fixtures ..... \$265.00
  - (v) 35 to 45 Fixtures ..... \$315.00
  - (vi) 46 to 54 Fixtures ..... \$355.00
  - (vii) Minimum fee for any plumbing permit ..... \$145.00
  - (viii) Cross connection and backflow prevention to install a backflow device or lawn sprinkler system..... \$30.00

### 3. Private Sewage Disposal System Permits

- (a) Residential, Commercial, Industrial and Institutional Installation
  - (i) Holding Tanks ..... \$200.00
  - (ii) Fields, Mounds, Sand Filters, Treatment Tanks, Open Discharge ..... \$275.00
  - (iii) Camps 1 to 50-person capacity..... \$300.00
  - (iv) Camps 51 to 100-person capacity..... \$350.00
  - (v) Camps 101 to 110-person capacity..... \$450.00

### 4. Gas and Propane Permits

- (a) Contractor, Residential Gas Installations
  - (i) 1 to 2 outlets ..... \$125.00
  - (ii) 3 to 4 outlets ..... \$150.00
  - (iii) 5 to 10 outlets..... \$175.00
  - (iv) 11 to 15 outlets..... \$250.00
  - (v) 16 to 20 outlets..... \$325.00
  - (vi) For every outlet over 20 outlets..... \$8.00
  - (vii) Temporary Heat ..... \$125.00
- (b) Homeowner, Residential Gas Installation
  - (i) 1 to 2 outlets ..... \$145.00
  - (ii) 3 to 4 outlets ..... \$160.00
  - (iii) 5 to 10 outlets..... \$195.00
  - (iv) 11 to 15 outlets..... \$270.00
  - (v) 16 to 20 outlets..... \$345.00
  - (vi) For every outlet over 20 outlets..... \$8.00
  - (vii) Temporary Heat ..... \$145.00

- (c) Non-Residential Gas Installation
- (i) 10,000 to 100,000 BTU ..... \$125.00
  - (ii) 100,001 to 170,000 BTU ..... \$145.00
  - (iii) 170,001 to 350,000 BTU ..... \$175.00
  - (iv) 350,001 to 550,000 BTU ..... \$225.00
  - (v) 550,001 to 750,000 BTU ..... \$265.00
  - (vi) 750,001 to 1,000,000 BTU ..... \$325.00
  - (vii) For each 100,000 BTU (or portion of) over  
1,000,000 BTU ..... \$8.00
  - (viii) Temporary Heat 0 to 500,000 BTU ..... \$150.00
  - (ix) Temporary Heat 500,001 to 1,000,000 BTU ..... \$250.00
  - (x) For each 100,000 BTU (or portion of) over  
1,000,000 BTU ..... \$8.00
- (d) Non-Residential Propane Installation
- (i) Propane Tank Set 81 to 500 gallons (no permit  
required for tanks below 80 gallons) ..... \$125.00
  - (ii) Propane Tank Set 501 to 1,000 gallons ..... \$165.00
  - (iii) Propane Tank Set over 1,000 gallons ..... \$185.00
  - (iv) For each additional tank set ..... \$50.00
  - (v) Each Vaporizer ..... \$65.00
  - (vi) Connected load ..... \$50.00
- (e) Connected Loads
- (i) 0 to 100,000 BTU ..... \$145.00
  - (ii) 100,001 to 200,000 BTU ..... \$165.00
  - (iii) 200,001 to 300,000 BTU ..... \$185.00
  - (iv) 300,001 to 400,000 BTU ..... \$205.00
  - (v) 400,001 to 500,000 BTU ..... \$215.00
  - (vi) 500,001 to 750,000 BTU ..... \$225.00
  - (vii) 750,001 to 1,000,000 BTU ..... \$275.00
  - (viii) 1,000,001 to 2,000,000 BTU ..... \$295.00
  - (ix) Over 2,000,000 BTU For each 100,000 BTU (or  
portion of) over 2,000,000 BTU ..... \$8.00
  - (x) Propane Distribution and Cylinder Refill Center ..... \$250.00
- (f) Gas Appliance Replacement
- (i) 0 to 500,000 BTU ..... \$165.00
  - (ii) 500,001 to 1,000,000 BTU ..... \$185.00
  - (iii) 1,000,001 to 2,000,000 BTU ..... \$225.00
  - (iv) Over 2,000,000 BTU ..... \$325.00
- (g) Oil and Gas Industrial Equipment
- (i) 0 to 500,000 BTU ..... \$225.00
  - (ii) 500,001 to 1,000,000 BTU ..... \$300.00
  - (iii) For each 100,000 BTU (or portion of) over  
1,000,000 BTU ..... \$1.00

## 5. Gas and Appliance Venting Permit

- (a) Contractor, Residential, Commercial, Industrial and Institutional Installations
- (i) 1 to 4 appliances ..... \$125.00
  - (ii) 5 to 7 appliances ..... \$165.00
  - (iii) 8 to 10 appliances ..... \$195.00
  - (iv) 11 to 15 appliances ..... \$235.00
  - (v) 16 to 20 appliances ..... \$285.00
  - (vi) For each appliance over 20 ..... \$8.00
- (b) Homeowner Residential
- (i) 1 to 4 appliances ..... \$145.00
  - (ii) 5 to 7 appliances ..... \$185.00
  - (iii) 8 to 10 appliances ..... \$205.00
  - (iv) 11 to 15 appliances ..... \$255.00
  - (v) 16 to 20 appliances ..... \$295.00
  - (vi) For each appliance over 20 ..... \$8.00

## 6. Electrical Permit

- (a) Contractor, Residential
- (i) Up to 1,200 sq./ft ..... \$165.00
  - (ii) 1,201 to 1,500 sq./ft ..... \$195.00
  - (iii) 1,501 to 2,000 sq./ft ..... \$215.00
  - (iv) 2,001 to 2,500 sq./ft ..... \$235.00
  - (v) 2,501 to 5,000 sq./ft ..... \$275.00
  - (vi) Over 5,000 sq./ft (per sq. ft over 5,000) ..... \$275.00 + \$.10/ft<sup>2</sup>
  - (vii) Minor Installations: 1) Air Conditioning Unit; 2) Hot Tub; 3) Service Change Only; and 4) Underground Service Conductors Only ..... \$125.00
  - (viii) Manufactured Home/Modular Home Connection ..... \$125.00
  - (ix) Temporary Service up 125 Amps ..... \$125.00
- (b) Homeowner, Residential
- (i) Up to 1,200 sq./ft ..... \$185.00
  - (ii) 1,201 to 1,500 sq./ft ..... \$205.00
  - (iii) 1,501 to 2,000 sq./ft ..... \$255.00
  - (iv) 2,001 to 2,500 sq./ft ..... \$295.00
  - (v) 2,501 to 5,000 sq./ft ..... \$295.00
  - (vi) Over 5,000 sq./ft (per sq. ft over 5,000) ..... \$295.00 + \$.10/ft<sup>2</sup>
  - (vii) Minor Installations: 1) Air Conditioning Unit; 2) Hot Tub; 3) Service Change Only; and 4) Underground Service Conductors Only ..... \$145.00
  - (viii) Manufactured or Modular Home Connection ..... \$145.00

(ix)	Temporary Service up 125 Amps.....	\$145.00
(c)	Commercial (including apartments), Industrial and Institutional (based on Installations Cost)	
(i)	\$0.00 - \$3,500.00 .....	\$125.00
(ii)	\$3,500.01 - \$5,000.00 .....	\$150.00
(iii)	\$5,000.01 - \$7,000.00 .....	\$175.00
(iv)	\$7,000.01 - \$9,500.00 .....	\$200.00
(v)	\$9,500.01 - \$14,000.00 .....	\$225.00
(vi)	\$14,000.01 - \$19,000.00 .....	\$250.00
(vii)	\$19,000.01 - \$24,000.00 .....	\$275.00
(viii)	\$24,000.01 - \$28,000.00 .....	\$300.00
(ix)	\$28,000.01 - \$33,000.00 .....	\$325.00
(x)	\$33,000.01 - \$39,000.00 .....	\$350.00
(xi)	\$39,001.00 - \$46,000.00 .....	\$375.00
(xii)	\$46,001.00 - \$60,000.00 .....	\$400.00
(xiii)	\$60,001.00 - \$70,000.00 .....	\$450.00
(xiv)	\$70,001.00 - \$80,000.00 .....	\$525.00
(xv)	\$80,001.00 - \$90,000.00 .....	\$575.00
(xvi)	\$90,001.00 - \$100,000.00 .....	\$625.00
(xvii)	\$100,001.00 - \$110,000.00 .....	\$650.00
(xviii)	\$110,001.00 - \$120,000.00 .....	\$675.00
(xix)	\$120,001.00 - \$130,000.00 .....	\$725.00
(xx)	\$130,001.00 - \$140,000.00 .....	\$750.00
(xxi)	\$140,001.00 - \$150,000.00 .....	\$775.00
(xxii)	\$150,001.00 - \$160,000.00 .....	\$825.00
(xxiii)	\$160,001.00 - \$170,000.00 .....	\$850.00
(xxiv)	\$170,001.00 - \$180,000.00 .....	\$875.00
(xxv)	\$180,001.00 - \$190,000.00 .....	\$925.00
(xxvi)	\$190,001.00 - \$200,000.00 .....	\$950.00
(xxvii)	\$200,001.00 - \$210,000.00 .....	\$1,000.00
(xxviii)	\$210,001.00 - \$220,000.00 .....	\$1,100.00
(xxix)	\$220,001.00 - \$230,000.00 .....	\$1,200.00
(xxx)	\$230,001.00 - \$240,000.00 .....	\$1,300.00
(xxxi)	\$240,001.00 - \$250,000.00 .....	\$1,400.00
(xxxii)	\$250,001.00 - \$300,000.00 .....	\$1,500.00
(xxxiii)	\$300,001.00 - \$350,000.00 .....	\$1,600.00
(xxxiv)	\$350,001.00 - \$400,000.00 .....	\$1,700.00
(xxxv)	\$400,001.00 - \$450,000.00 .....	\$1,800.00
(xxxvi)	\$450,001.00 - \$500,000.00 .....	\$2,000.00
(xxxvii)	\$500,001.00 - \$550,000.00 .....	\$2,100.00
(xxxviii)	\$550,001.00 - \$600,000.00 .....	\$2,200.00
(xxxix)	\$600,001.00 - \$650,000.00 .....	\$2,300.00
(xl)	\$650,001.00 - \$700,000.00 .....	\$2,400.00
(xli)	\$700,001.00 - \$750,000.00 .....	\$2,500.00
(xlii)	\$750,001.00 - \$800,000.00 .....	\$2,600.00
(xliii)	\$800,001.00 - \$850,000.00 .....	\$2,700.00



- (xlv) \$850,001.00 - \$900,000.00 ..... \$2,800.00
- (xlv) \$900,001.00 - \$950,000.00 ..... \$2,900.00
- (xlv) \$950,001.00 - \$1,000,000.00 ..... \$3,000.00
- (xlvii) \$1,000,001.00 and over..... Installation Cost/1000 x 3
- (xlviii) Temporary service..... \$200.00
- (d) Annual Electric (Note: kVA rating based on main transformer capacity)
  - (i) Up to 100 kVA..... \$350.00
  - (ii) 101 to 1,000 kVA..... \$350.00 + \$60.00/100 kVA for portion exceeding 100 kVA
  - (iii) 1,001 to 5,000 kVA..... \$890.00 + \$10.00/100 kVA for portion exceeding 1,000 kVA
  - (iv) 5,001 to 10,000 kVA..... \$1,290.00 + \$5.00/100 kVA for portion exceeding 5,000 kVA
  - (v) 10,001 to 20,000 kVA..... \$1,540.00 + \$4.00/100 kVA for portion exceeding 10,000 kVA
  - (vi) Over 20,000 kVA..... \$1,940.00 + \$3.00/100 kVA for portion exceeding 20,000 kVA

## 7. Occupancy Permit

- (a) Residential, Single Dwelling..... \$125.00
- (b) Residential, Commercial, Industrial and Institutional ..... \$200.00

## 8. Refunds

- (a) Building Permits (25% of original fee paid will be withheld) ..... Minimum \$100.00
- (b) Electrical Permits (10% of original fee paid will be withheld) ..... Minimum \$50.00
- (c) Gas and Appliance Venting or Plumbing Permit (10% of original fee paid will be withheld) ..... Minimum \$50.00

## 9. Renewal Fees

- (a) Building Discipline – fees will be assessed based on the percentage of work left to be complete, multiplied by project value at a rate of \$7.25 per \$1,000.00 of project value ..... Minimum \$125.00
- (b) Electrical Discipline
  - (i) Residential projects with a construction value of \$5,000 or less..... \$100.00
  - (ii) Residential projects with a construction value of \$5,001 or more..... \$125.00



- (iii) Commercial, Industrial and Institutional projects  
 – fees assessed based on installation costs  
 multiplied by percentage of work left to complete  
 .....Using commercial installation costs
- (c) Plumbing Discipline
  - (i) Projects with 20 or less fixtures..... \$100.00
  - (ii) Projects with 21 or more fixtures..... \$125.00
- (d) Gas Discipline
  - (i) Projects with 10 outlets or less..... \$100.00
  - (ii) Projects with 11 outlets or more..... \$125.00
- (e) Gas Appliance Ventilation
  - (i) 10 appliances or less ..... \$100.00
  - (ii) 11 outlets or more ..... \$125.00
- (f) Private Sewage Disposal
  - (i) Residential and commercial holding tank..... \$100.00
  - (ii) Residential and commercial fields, mounds,  
 sand filters, treatment tanks and open discharge  
 systems..... \$125.00
  - (iii) Industrial systems and treatment plants..... \$200.00

## 10. General

- (a) Re-inspection Fee
  - (i) First occurrence ..... \$175.00
  - (ii) Each subsequent occurrence..... \$250.00
- (b) No-entry Fee
  - (i) First occurrence ..... \$175.00
  - (ii) Each subsequent occurrence..... \$250.00
- (c) Additional Fees
  - (i) Inspections outside of regular working hours  
 (only when critical to public safety or occupancy  
 of a structure)..... \$175.00
  - (ii) Variances (alternative solutions) ..... \$250.00

## Schedule L – Solid Waste

Prescribed Fees for the licences, permits, approvals or services relating to the collection and disposal of Solid Waste are established as follows:

### 1. Landfill Rates

(a)	Mixed loads of construction and demolition waste (recyclables not fully removed) (per tonne).....	\$99.00
(b)	Demolition or commercial waste originating from cleanup of properties damaged or destroyed by wildfire or firefighting activities in May 2016 (per tonne) .....	\$99.00
(c)	Clean and segregated brush and trees (minimal root soil), wood chips, asphalt, concrete, metals, unpainted or untreated dimensional lumber, pallets or plywood .....	NIL
(d)	Commercial waste (per tonne) .....	\$87.00
(e)	Special handling (per tonne) .....	\$188.00
(f)	Tires.....	NIL
(g)	Household refuse (per tonne) .....	\$58.00
(h)	Compostable material (per tonne) .....	\$3.00
(i)	CFC appliances with gas (per unit) .....	\$46.00
(j)	Appliances without gas .....	NIL
(k)	Large commercial appliances – special handling (per tonne).....	\$143.00
(l)	Soil (clean fill) .....	\$3.00
(m)	Residential recyclables .....	NIL
(n)	Mobile home disposal (per unit).....	\$1,121.00
(o)	Scale usage charge (per visit) .....	\$35.00
(p)	Minimum charge (flat rate) .....	\$10.00
(q)	Mattress disposal (per unit) .....	\$21.00
(r)	Box spring disposal (per unit) .....	\$21.00
(s)	Compost – external usage (per tonne) .....	\$60.00
(t)	Crushed concrete	
	(ii) External usage .....	\$20.00
	(iii) Internal usage .....	\$18.00
(b)	Manure (per tonne) .....	\$12.00

- (c) Peat moss – external usage (per tonne) ..... \$32.00
2. Solid Waste Disposal (Monthly Rates)
- (a) Urban Service Area – Single and Multi-Family Residential (per dwelling)
- (i) Waste Disposal ..... \$11.06
- (ii) Recycling Depots ..... \$1.65
- (iii) Curbside recyclable collection..... \$14.00
- (b) Rural Service Area – Single and Multi-Family Residential (per dwelling)
- (i) Waste Disposal ..... \$9.20
- (ii) Recycling Depots ..... \$1.65
- (iii) Curbside recyclable collection (where available)  
..... \$14.00
3. Replacement of damaged or destroyed Municipal Waste Receptacle..... \$56.00

### Schedule M – Water

Prescribed Fees for the licences, permits, approvals or services provided for water utilities are established as follows:

1. Urban Service Area – Residential – Meter Size Charge + Variable Rate (monthly)
  - (a) 16 mm and 19 mm ..... \$30.77 + \$0.73/m<sup>3</sup>
  - (b) 25 mm, 32 mm and 38 mm ..... \$72.11 + \$0.73/m<sup>3</sup>
  - (c) 51 mm and 76 mm ..... \$233.11 + \$0.73/m<sup>3</sup>
  - (d) 102 mm, 152 mm, 203 mm and 254 mm ..... \$1,960.10 + \$0.73/m<sup>3</sup>
2. Rural Service Area – Residential – Meter Size Charge + Variable Rate (monthly)
  - (a) 16 mm and 19 mm ..... \$19.10 + \$0.73/m<sup>3</sup>
  - (b) 25 mm, 32 mm and 38 mm ..... \$44.75 + \$0.73/m<sup>3</sup>
  - (c) 51 mm and 76 mm ..... \$144.66 + \$0.73/m<sup>3</sup>
  - (d) 102 mm, 152 mm, 203 mm and 254 mm ..... \$1,270.14 + \$0.73/m<sup>3</sup>
3. Commercial - Meter Size Charge + Variable Rate (monthly)
  - (a) 16 mm ..... \$10.11 + \$1.61/m<sup>3</sup>
  - (b) 19 mm ..... \$15.26 + \$1.61/m<sup>3</sup>
  - (c) 25 mm ..... \$23.02 + \$1.61/m<sup>3</sup>
  - (d) 32 mm ..... \$34.87 + \$1.61/m<sup>3</sup>
  - (e) 38 mm ..... \$52.68 + \$1.61/m<sup>3</sup>
  - (f) 51 mm ..... \$79.56 + \$1.61/m<sup>3</sup>
  - (g) 76 mm ..... \$120.24 + \$1.61/m<sup>3</sup>
  - (h) 102 mm ..... \$181.71 + \$1.61/m<sup>3</sup>
  - (i) 152 mm ..... \$274.54 + \$1.61/m<sup>3</sup>
  - (j) 203 mm and 254 mm ..... \$424.45 + \$1.61/m<sup>3</sup>
  - (k) Variable rate for all consumption above 5,000 m<sup>3</sup> per month ..... \$6.50/m<sup>3</sup>
4. Apartment Buildings (per apartment rate) ..... \$4.80 + meter size charge
5. Gregoire Mobile Home Park (per mobile home) ..... \$6.30 + meter size charge

6. Cartier Park (per mobile home) – Un-metered..... \$74.00
7. Bulk Water ..... \$6.50/m<sup>3</sup>
8. Meter Charge – Installation Cost
  - (a) Up to 25 mm meter ..... \$315.00
  - (b) 38 mm meter..... \$762.00
  - (c) 50 mm meter..... \$1,044.00
  - (d) 76 mm meter..... \$5,090.00
  - (e) 102 mm meter..... \$6,740.00
9. Meter Test
  - (a) Up to 25 mm meter ..... \$55.00
  - (b) 25 mm to 51 mm meter..... \$150.00
10. Remote Reader Relocation or Replacement – excluding abuse, tampering and vandalism..... \$250.00
11. Turn on or turn off Curb Stop (customer's request) ..... \$55.00
12. Service Connection Fee ..... \$185.00
13. Thawing of Frozen Service ..... \$500.00
14. Bleeder installation ..... \$500.00
15. Residential water consumption – Trailers, where no meter exists (monthly rate) ..... \$190.00
16. Commercial water consumption – Trailers, where no meter exists (monthly rate) ..... \$200.00
17. Water consumption for Un-metered service (based on 25 mm meter and based on 27 m<sup>3</sup>/month) ..... \$91.82/month
18. Reconnection Fee
  - (a) During office hours..... \$42.00
  - (b) After office hours..... \$220.00
19. Construction Water
  - (a) Residential Fixed rate

- (i) From date of occupancy permit for first 3 months ..... \$120.00
  - (ii) Cumulative, Incremental cost for each additional month over 3 months ..... \$120.00
- (b) Commercial variable rate - Water volumes for construction purposes based on an estimate prior to water being supplied to the site based on expected construction activity, duration of construction, water service size / nature of construction..... \$1.80/m<sup>3</sup>
- 20. Hydrant Use
  - (a) Deposit for hydrant meter (refundable upon return of hydrant meter in good working order) ..... \$1,100.00
  - (b) Daily rental ..... \$120.00
  - (c) Water usage (per m<sup>3</sup>)..... \$12.00
- 21. Water service application ..... \$35.00
- 22. Documentation provided for "Proof of Residency" ..... \$35.00
- 23. Account financial summary
  - (a) Per customer request..... \$15.00
  - (b) Per additional copy requested (per page) ..... \$1.00

### Schedule N - Wastewater

Prescribed Fees for the licences, permits, approvals or services relating to sanitary sewers and wastewater are established as follows:

1. Urban Service Area – Meter Size Charge + Variable Rate (monthly)
  - (a) 16 mm and 19 mm ..... \$15.02 + 0.43/m<sup>3</sup>
  - (b) 25 mm, 32 mm and 38 mm ..... \$25.74 + 0.43/m<sup>3</sup>
  - (c) 51 mm and 76 mm ..... \$203.02 + 0.43/m<sup>3</sup>
  - (d) 102 mm, 152 mm, 203 mm and 254 mm ..... \$1,422.26 + 0.43/m<sup>3</sup>
2. Rural Service Area – Meter Size Charge + Variable Rate (monthly)
  - (a) 16 mm and 19 mm ..... \$9.32 + 0.43/m<sup>3</sup>
  - (b) 25 mm, 32 mm and 38 mm ..... \$15.96 + 0.43/m<sup>3</sup>
  - (c) 51 mm and 76 mm ..... \$235.38 + 0.43/m<sup>3</sup>
  - (d) 102 mm, 152 mm, 203 mm and 254 mm ..... \$1,647.15 + 0.43/m<sup>3</sup>
3. Un-metered Service (based on 25 mm meter and 27 m<sup>3</sup>/month) ..... \$37.35/month
4. Apartment Building (per occupied unit).....\$5.83 + meter size charge/month
5. Gregoire Mobile Home Park (per occupied unit) ..... \$11.99 + meter size charge/month
6. Cartier Park (per unit) – Un-metered ..... \$46.67/month
7. Variable (per cubic metre) ..... \$0.43
8. Sewage Lagoon
  - (a) Number of axles (per axle)..... \$54.50
  - (b) Replacement RFID tag ..... \$24.00
  - (c) Vehicles with holding tanks not exceeding 1 cubic metre..... \$6.00

## BYLAW NO. 19/011

### A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO AMEND VARIOUS BYLAWS WITH RESPECT TO FEES

**WHEREAS** Section 191(1) of the *Municipal Government Act*, RSA 2000, c. M-26, as amended, empowers the Council of the Regional Municipality of Wood Buffalo to amend its bylaws;

**AND WHEREAS** section 8(c) of the *Municipal Government Act*, R.S.A. 2000, c.M-26, as amended, provides for the establishment of fees for licences, permits and approvals

**AND WHEREAS** the approval of the *Fees, Rates and Charges Bylaw* by Council requires that other bylaws of the municipality be consequentially amended;

**NOW THEREFORE**, the Council of the Regional Municipality of Wood Buffalo, duly assembled, enacts as follows:

#### **Short Title**

1. This Bylaw may be cited as the “Fees Amending Bylaw”.

#### **Animal Control**

2. *Animal Control Bylaw* No. 02/031 is amended by:
  - (a) adding the following Section 3.00 immediately before existing section 3.01:
 

“Animal species as identified in "Appendix D" to this Bylaw within the Regional Municipality of Wood Buffalo require licensing or registration.”;
  - (b) adding the following Section 3.00A immediately following section 3.00:
 

“The fees and charges payable under this Bylaw shall be as prescribed for Animal Control in the *Fees, Rates and Charges Bylaw*.”;
  - (c) deleting Appendix A in its entirety; and
  - (d) deleting any reference to “Appendix A” and replacing it, with a reference to “the *Fees, Rates and Charges Bylaw*”.

#### **Emergency Services**

3. *Emergency Services Bylaw* No. 05/037 is amended by:
  - (a) deleting the existing text from Section 8.1 and replacing it with the following:
 

“Fees and charges payable under this Bylaw shall be as prescribed for Emergency Services in the *Fees, Rates and Charges Bylaw*.; and
  - (b) deleting the reference to “Chief Administrative Officer” in Section 8.5 and replacing it with “Municipality”.



## **Land Use**

4. *Land Use Bylaw* No. 99/059 is amended by:

- (a) deleting the words “less \$375.00 for administration costs” from Section 25.1 and replacing them with the words “less any fee for administration costs as prescribed under the *Fees, Rates and Charges Bylaw*.”;
- (b) deleting "Schedule B" (found immediately following section 36) in its entirety and replacing it with the following:  

**“35. Fees and Charges**

35.1 Fees and charges payable under this Bylaw shall be as prescribed in the *Fees, Rates and Charges Bylaw*.”;
- (c) deleting any reference to "Appendix B or "Appendix B of this Bylaw" from Part 2 and replacing it with a reference to “the *Fees, Rates and Charges Bylaw*”;
- (d) deleting Section 141.3(a) and replacing it with the following:  

“A Development Permit fee shall accompany each application for a sign development permit. The application fees for sign development permits are as provided in the *Fees, Rates and Charges Bylaw*.”;
- (e) deleting the existing text from Section 156.4(a) and replacing it with the following:  

“A Development Permit fee shall accompany each application for a sign development permit. The application fees for sign development permits are as provided in the *Fees, Rates and Charges Bylaw*.”;
- (f) deleting "Appendix C" of Part 7B (found immediately prior to section 184) in its entirety; and
- (g) deleting the reference to "Appendix C" in section 156.4 (d) and replacing it with a reference to "the *Fees, Rates and Charges Bylaw*".

## **Safety Codes Permitting**

5. *Safety Codes Permitting Bylaw* No. 17/023 is amended by:

- (a) deleting the existing text from Section 45 and replacing it with the following:  

“Fees and charges payable under this Bylaw shall be as prescribed for Safety Codes Permitting in the *Fees, Rates and Charges Bylaw*.”;
- (b) deleting Schedule “A” in its entirety; and
- (c) deleting any reference to "Schedule A" or "Schedule A to / of this Bylaw" and replacing it in each case with a reference to "the *Fees, Rates and Charges Bylaw*".

## **Licensing**

6. *License Bylaw No. 01/031* is amended by:

- (a) deleting the existing text from Section 7(1)(e) and replacing it with the following:  
     “Any fee or charge payable for Licences under this Bylaw as prescribed in the *Fees, Rates and Charges Bylaw*.”
- (b) deleting Schedule “A” in its entirety; and
- (c) deleting all references to "Schedule A" or "Schedule A attached or elsewhere in this Bylaw" and replacing it with a reference to "the *Fees, Rates and Charges Bylaw*".

## **Subdivision and Development Appeal Board**

7. *Subdivision and Development Appeal Board Bylaw No. 18/021* is amended by deleting the existing text from Section 45, and replacing it with the following:

“Fees for appeals to the Subdivision and Development Appeal Board are established as follows:

<b>Type of Appeal</b>	<b>Fee</b>
Variance(s) for an Existing Development	\$100.00
Issuance of a Stop Order	\$1,000.00
Variance(s) for a new multi-family residential, commercial or industrial development	\$1,000.00
Conditions of a development approval for multi-family residential, commercial or industrial development	\$1,000.00
Development Refusal for multi-family residential, commercial or industrial development	\$1,000.00
Subdivision Refusal	\$1,000.00
Variance for a new development (other than multi-family residential, commercial or industrial)	\$500.00
Conditions of a development approval for the types of development (other than multi-family residential, commercial or industrial)	\$500.00
Development Refusal for the types of development (other than multi-family residential, commercial or industrial)	\$500.00

### **Subdivision Authority**

8. *Subdivision Authority* Bylaw No. 14/006 is amended by:

- (a) inserting the following after Section 4.h) as new Section 4.1:  
 “Any word defined in the Act or Regulation, or in the *Condominium Property Act*, R.S.A. 2000, c. 22, as amended, shall have the same meaning and interpretation in this Bylaw, and in the event of any conflict, the meaning in the statutory enactment shall prevail.”
- (b) deleting the existing text from Section 8 and replacing it with the following:  
 “Fees and charges payable under this Bylaw shall be as prescribed for Subdivision Application(s) in the *Fees, Rates and Charges Bylaw*.”
- (c) adding the following after Section 8 as new Section 8.1:  
 “Where the conditions of approval of a Plan of Subdivision, Condominium Plan or Development Agreement require that the developer provide a security deposit of not less than fifty (50%) percent of the estimated total cost of construction, the security deposit shall take the form of an irrevocable letter of credit with an automatic renewal clause or in a form as otherwise satisfactory to the Subdivision Authority or Development Authority, as applicable.”

### **Transit Services**

9. *Transit Services* Bylaw No. 92/015 is amended by adding the following as Section 2.08:

“Council may implement fees and charges for any Transit Services provided pursuant to this Bylaw, including but not limited to setting the fares referred to in section 2.01 above, as prescribed in the *Fees, Rates and Charges Bylaw*”.

### **Vehicle for Hire Bylaw**

10. *Vehicle for Hire* Bylaw No. 13/001 is amended by:

- (a) adding the following immediately subsequent to Section 5 as new Section 5.1:  
**“Fees**  
 5.1 Fees and charges payable for Vehicles for Hire under this Bylaw shall be as prescribed in the *Fees, Rates and Charges Bylaw*.”;
- (b) deleting "Schedule A" in its entirety; and
- (c) deleting any reference to "Schedule A" or to "Schedule A of / in this Bylaw" and replacing it with a reference to "the *Fees, Rates and Charges Bylaw*".

**Interpretation Provisions**

11. Where changes are made by this amending bylaw, all consequential changes that are necessary as a result ("*mutatis mutandis*") are to be made or inferred, as required.
12. Any reference to a bylaw in this amending bylaw, is to such bylaw as amended or replaced from time to time.

**Coming into Force**

13. This Bylaw comes into effect as of June 1, 2019.

READ a first time this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

READ a second time this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

READ a third and final time this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

SIGNED and PASSED this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

\_\_\_\_\_  
Mayor

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



## Council Meeting Presentation Request

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

Presentation Information	
Preferred Date of Presentation	February 26, 2019
Name of Presenter(s)	Manny Makia, TEDxYMM Curator
Organization Represented	TEDxFortMcMurray (#TEDxYMM)
Topic	TEDxYMM: a not-for-profit, community & volunteer-driven program that includes events that inspire innovation and showcase Wood Buffalo to the world
Please List Specific Points/Concerns	Announce the revival of the acclaimed TEDx global program in Wood Buffalo. Inform Council of extensive community network of partners to support the program Highlight youth development & rural inclusion as core components of the program
Action Being Requested of Council	Request Mayor and Council's support of the implementation of the TEDxYMM 2019 Portfolio.
<p>Are you providing any supporting documentation (ie: Powerpoint)? <input checked="" type="radio"/> Yes <input type="radio"/> No</p> <p>If yes, the documentation <u>must</u> accompany this request, as handouts will not be distributed at the meeting. To ensure that your documents meet minimum standards, please see presentation guidelines on the next page.</p> <p>Supporting documents may be e-mailed to <a href="mailto:Legislative.Assistants@rmwb.ca">Legislative.Assistants@rmwb.ca</a>.</p>	

*As per Procedure Bylaw No. 14/025, a request to make a presentation may be referred or denied.*

Attachment: TEDxFortMcMurray Presentation (Manny Makia re: TEDxFortMcMurray)



x = independently organized TED event



**TED<sup>x</sup>**  
**FortMcMurray**  
x = independently organized TED event



# This is TEDxYMM.

*Imagine a day filled with brilliant speakers, thought-provoking video and mind-blowing conversation. Welcome to the new **TEDx** platform in Wood Buffalo, creating unique gatherings throughout the region that will unleash new ideas, inspire and inform.*

## About TEDxYMM

A suite of short, carefully curated talks, demonstrations and performances that are idea-focused, and cover a wide range of subjects to foster learning, inspiration and wonder - and spark conversations that matter.

### Diversity of topics

All **TEDx** events present multiple issues and a diversity of voices from many disciplines.

### Community-driven and bias-free

All TEDxYMM events are organized by volunteers from the local community, and lack any commercial, religious or political agenda. The overriding goal is to spark conversation, connection and community.

## About TEDx, x = independently organized event

In the spirit of ideas worth spreading, **TEDx** is a program of local, self-organized events that bring people together to share a **TED**-like experience. At a **TEDx** event, **TED** Talks video and live speakers combine to spark deep discussion and connection. These local, self-organized events are branded TEDx, where **x** = independently organized **TED** event. The **TED** Conference provides general guidance for the **TEDx** program, but individual **TEDx** events are self-organized. (Subject to certain rules and regulations.)

## About TED

**TED** is a nonprofit organization devoted to Ideas Worth Spreading. Started as a four-day conference in California 30 years ago, **TED** has grown to support its mission with multiple initiatives. The two annual **TED** Conferences invite the world's leading thinkers and doers to speak for 18 minutes or less. Many of these talks are then made available, free, at TED.com. **TED** speakers have included Bill Gates, Jane Goodall, Elizabeth Gilbert, Sir Richard Branson, Nandan Nilekani, Philippe Starck, Ngozi Okonjo-Iweala, Sal Khan and Daniel Kahneman.

The annual **TED** Conference takes place each spring in Vancouver, British Columbia.



# This is for Wood buffalo.

*TEDx connects Wood Buffalo to the world. We believe that a well-designed, high quality TEDx platform is a strategic economic, educational and quality of life asset for Wood Buffalo. For this reason, we are building an exceptional TEDxYMM portfolio to connect the world to Wood Buffalo.*

## History of TEDxFortMcMurray

Like many things that benefit community, the idea for TEDx in Fort McMurray came from a group of emerging local leaders as they contemplated creating a highly impactful community project. Hence, in March 2012 the inaugural TEDx event was held in the region under the theme *Sharing Our Potential*. The following year, a second TEDx event was held focused on the theme *Shift in Thought*. The third and last event was organized in February 2015 focused on the theme *Pioneering*.

Kudos to the pioneers of TEDx in FortMcMurray and the organizing team of volunteers for building a successful stage for the new TEDxYMM.

## The New TEDxYMM

We recognize the opportunity to connect the world to Wood Buffalo. So, in 2019 and beyond, we will deliver carefully curated talks, demonstrations, performances and tours, all designed to elevate Wood Buffalo as a launchpad for innovation.

We will deliver classroom programming, special school events and after-school clubs so that school-aged children will benefit from the educational value of TEDx. TEDxYouth@YMM, another first in Wood Buffalo, will be held in Spring 2019.

A series of TEDxYMM Salon events will take place throughout the year, culminating with the inaugural TEDxWomenYMM in Fall 2019. This TEDx is custom-made for all of Wood Buffalo.

### TEDxFortMcMurray Standard Event

FALL 2019

### TEDxYOUTH@YMM Special Event

SPRING 2019

### TEDxYMMWOMEN Special Event

FALL 2019

### TEDxSTARS School Clubs

FALL 2019

### TEDxYMM SALON Themed Events

ALL-YEAR-ROUND

### TEDxYMM PITCH Special Events

ALL-YEAR-ROUND



# This is making a difference.

*We have a primary goal. Build **TEDx**YMM as Wood Buffalo's premier platform to unleash new ideas, inspire breakthrough actions and a launchpad for new innovations. We have the KPIs that align with that goal, including the following:*

Key Performance Indicator	Now	2019	2021
Total registered participants	400	2,500	6,000
Total livestream attendees	N/A	2,500	9,000
Attendee satisfaction	N/A	85%	90%
Net Promoter Score (NPS)	N/A	61	74
Total active <b>TEDx</b> YMM community members	2,500	7,000	20,000
Partner/Sponsor satisfaction	N/A	80%	90%
Total Social media reach (all channels)	N/A	350K	900K
Total YouTube views	250K	400K	800K



# This is Wood Buffalo.

# This is our **home.**





REGIONAL MUNICIPALITY  
OF **WOOD BUFFALO**

## Council Meeting Presentation Request

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

Presentation Information	
Preferred Date of Presentation	April 9, 2019
Name of Presenter(s)	Sandy Bowman, Chair, RMWB Combative Sport Commission Rene Wells, Deputy Chair, RMWB Combative Sport Commission Moe Kdouh, Treasure, RMWB Combative Sport Commission
Organization Represented	Regional Municipality of Wood Buffalo Combative Sport Commission
Topic	Annual Report
Please List Specific Points/Concerns	The RMWB Combative Sports Commission is required under its governing by-law to present an annual report to RMWB Council.
Action Being Requested of Council	A motion to accept the RMWB CSC Annual Report
<p>Are you providing any supporting documentation (ie: Powerpoint)? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If yes, the documentation <u>must</u> accompany this request, as handouts will not be distributed at the meeting. To ensure that your documents meet minimum standards, please see presentation guidelines on the next page.</p> <p>Supporting documents may be e-mailed to <a href="mailto:Legislative.Assistants@rmwb.ca">Legislative.Assistants@rmwb.ca</a>.</p>	

*As per Procedure Bylaw No. 14/025, a request to make a presentation may be referred or denied.*

Attachment: RMWB Combative Sports Commission Presentation (RMWB Combative Sports Commission Presentation)

# RMWB COMBATIVE SPORTS COMMISSION

Council Presentation – April 23, 2019  
(*Bylaw No. 13/019*)

Presenters: Sandy Bowman – Chair  
Rene Wells – Deputy Chair  
Moe Kdouh – Treasurer

# COMMISSION BACKGROUND

- Formed in 2013
- Appointees include those with:
  - Law Enforcement Knowledge or Experience
  - Financial Experience
  - Combative Sports Knowledge & Experience
  - At least 3 members of the public-at-large
- Advise, promote, participate in and foster programs, policies and procedures

# MISSION, VISION AND VALUES

**Mission:** To enhance the quality, safety and reputation of Combative Sports Events.

**Vision:** Exceptional Combative Sports Events.

**Values:**

Integrity – in all decisions

Safety – for all athletes and fans

Community – benefits and inclusion

# GOVERNANCE & ADMINISTRATION

- 1 new member appointed this year, while past members continue to be engaged.
- A member of the Commission is appointed and elected as Treasurer by the membership.
- Personal service contract developed for officials.
- Website, developed in 2014, can be found at:  
[www.rmwb.ca/csc](http://www.rmwb.ca/csc)

# GOVERNANCE & ADMINISTRATION

- Combative Sports Commission Board Manual, developed in 2014, is reviewed and updated annually
- License application forms have been revised and improved
- Financial policies have been updated
- Checklists for Commission duties were developed



# COMMISSION EXECUTIVE

- **Chairperson:** Sandy Bowman
- **Deputy Chairperson:** Rene Wells
- **Treasurer:** Moe Kdouh



# COMMISSION MEMBERS

- Phil Heinzelman
- Roger Ashfield
- Sharon Grantham
- Adam Hardiman



# EVENTS



Attachment: RMWB Combative Sports Commission Presentation (RMWB Combative

# EVENTS (continued)



Attachment: RMWB Combative Sports Commission Presentation (RMWB Combative

# EVENTS (continued)

- Number of Spectators: 1625
- Number of out of town Contestants: 19
- Number of local Contestants: 13



# EVENTS (continued)

## Community Benefit

- 2009 Mountaineers Kids Hockey Team
- Clearwater Horse Club
- Cricket Club Association
- Fort McMurray Power Lifter's Association
- Keyano College (6 students)
- Oil Barons



# EVENTS (continued)

## Community Benefit

- Irish Dance club
- Fort McMurray Mixed Martial Arts Association
- Fort McMurray Monarchs
- Minor Basketball
- Fort McMurray Minor Hockey



# ROOM ATTENDANT TRAINING



Attachment: RMWB Combative Sports Commission Presentation (RMWB Combative



# 2018 FINANCIAL SUMMARY

2018 Operations Revenue	\$11,488.00
Revenue from Interest	<u>\$ .28</u>
Total Revenues	\$11,488.28
2018 Operations Expenses	\$ 3,460.99
Bank Charges	<u>\$ 246.00</u>
Total Expenses	\$ 3,706.99

# 2018 FINANCIAL SUMMARY

Operations Closing Balance: \$22,319.68

Events Account Closing Balance: \$ 0

# Combative Sports Commission





## COUNCIL REPORT

Meeting Date: April 23, 2019

**Subject: Bylaw No. 19/012 - 2019 Property Tax Rate Bylaw**

**APPROVALS:**

**Annette Antoniak**

\_\_\_\_\_  
Director

\_\_\_\_\_  
Chief Administrative Officer

**Recommended Motion:**

THAT Bylaw No. 19/012, being the 2019 Property Tax Rate Bylaw, be read a first time; and

THAT a Special Council Meeting be scheduled to be held in the Jubilee Centre Council Chamber at 4:00 p.m. on Tuesday, May 7, 2019.

**Summary:**

In accordance with the Municipal Government Act, the Regional Municipality of Wood Buffalo is required to pass a Property Tax Rate Bylaw annually for the purpose of completing the work set out in the approved Operating and Capital Budgets.

**Background:**

A property tax rate bylaw establishes the rates at which various property classes are to be taxed and is calculated based on the total assessment value of all taxable properties within each of the property classes throughout the Municipality. The Order in Council, creating the specialized Regional Municipality of Wood Buffalo, provided Council with the authority to establish a mill rate structure for each of the Urban and Rural Service Areas.

Assessment valuation standards are prescribed by the Alberta Provincial Government and are either based on a market value premise or on a regulated cost based system depending on property type. The tax levied on all residential and commercial properties is calculated by applying the tax rate against the individual property assessment which is an estimate of the market value as of July 1, 2018. The designated industrial properties (DIP) are assessed by the provincial assessor.

Property taxes are levied to raise revenue to fund municipal expenditures and pay external requisitions from Alberta Education, seniors' housing (Ayabaskaw House and Rotary House) and the new requirement, the 2019 designated industrial property

requisition. With respect to requisitions for seniors' housing and the designated industrial property requisition, the requisitioning authorities' tax rates are calculated based on the amounts requested. With respect to requisitions for provincial education, due to the timing of the provincial election and in the absence of an approved provincial budget, municipalities have not received the annual education tax requisition at the time of this publication. Therefore, the Municipality has opted to use the 2018 education tax requisition in order to collect education tax from rate-payers. A subsequent increase/decrease to the actual 2019 education tax requisition will be adjusted as part of the 2020 taxation process. Municipalities are still responsible for the actual 2019 education tax payment regardless of whether the funds have been collected from rate-payers.

In imposing levies, it is important to note that the Municipality simply acts as a collector of the funds and has no authority to refuse or change the amount requested by external requisitions. A typical property tax notice consists of the municipal levy, Alberta Education requisition levy and levy for seniors' housing. The exception is the Machinery and Equipment class which is exempt from the Alberta Education levy. Only properties identified by the Provincial Assessor as designated industrial properties will include the designated industrial property tax rate. The total amount of property taxes paid will vary based on the actual assessment value and the respective tax rate applied. In establishing municipal tax rates for the 2019 Property Tax Rate Bylaw, the process began with the zero-based budget and resulted in a requirement for less property tax revenue than in 2018. Factors such as assessment growth over 2018 and historic changes in the tax rates were utilized in determining the individual tax rate changes for 2019.

In order to assist in understanding the 2019 Property Tax Rate recommendations, the following clarifications are provided:

Increases or decreases in municipal tax rates will not necessarily result in corresponding increases or decreases in municipal taxes paid. The reason for this is that increases or decreases in municipal taxes are equally dependent on the year over year assessment change of a property. Due to this formula, many property owners will see reductions in their municipal tax levies even if the tax rate in their tax class have increased.

The formula for calculating municipal property taxes is as follows:

$$\text{Assessment} \times \text{Tax Rate} = \text{Municipal Tax Levy}$$

Due to reductions in market value many property assessments have declined from the previous 2018 assessed value.

Property assessments in which construction had occurred in 2018 were excluded from the median calculation as the calculation was intended to capture market changes in the assessed values.

Recommended Tax rates for 2019, propose the following changes when compared to 2018 as follows:

- Urban residential tax rate: The median municipal tax change in the urban residential tax class is a reduction of \$20 (if no improvements were completed to the home in 2018) due to a combination of the change in assessment over 2018 and the change in the urban residential tax rate. The median municipal and education tax change in the urban residential tax class is a reduction of \$126 (if no improvements were completed to the home in 2018) due to a combination of the change in assessment over 2018 and the change in the urban residential and education tax rates.
- Other residential tax rate: The median municipal tax change in the other residential tax class is a reduction of \$115 (if no improvements were completed to the home in 2018) due to a combination of the change in assessment over 2018 and the change in the other residential tax rate. The median municipal and education tax change in the other residential tax class is a reduction of \$1,000 (if no improvements were completed to the home in 2018) due to a combination of the change in assessment over 2018 and the change in the other residential and education tax rates.
- Rural residential tax rate: The median municipal tax change in the rural residential tax class is \$0 (if no improvements were completed to the home in 2018) due to a combination of the change in assessment over 2018 and a change in the rural residential tax rate. The median municipal and education tax change in the rural residential tax class is a reduction of \$9 (if no improvements were completed to the home in 2018) due to a combination of the change in assessment over 2018 and a change in the rural residential and education tax rates.
- Urban non-residential tax rate: The urban non-residential assessment class experienced an overall increase due to factors such as sales, vacancy, availability, rents, and land value, and as such, individual properties may experience differing increases or decreases in taxes. Therefore, a median tax change was not calculated.
- Rural non-residential tax rate: The rural non-residential assessment class experienced an overall increase over 2018 due to oil sands growth. Due to the wide variance in assessed values in this tax class a median tax change was not calculated.

In addition, based on Matters Relating to Assessment Sub-Classes Regulation Alberta Regulation 202/2017, municipalities can create a sub-class for either the urban or rural service areas entitled “small business property” sub-class. In 2018, the Regional Municipality of Wood Buffalo Council approved the creation of a rural non-residential small business property sub-class. The tax rate of this sub-class was 25% lower than the rural non-residential tax rate. The criteria of this sub-class required that the

business:

- must apply online and meet all criteria to be taxed at the rural non-residential small business property tax rate; and
- must be operating under a business license or that is otherwise identified in a municipal bylaw; and
- have fewer than 50 employees across Canada; and
- must hold a RMWB business license as of December 31 of the preceding year.

A rural small business property tax rate has been included within the 2019 Tax Rate Bylaw and is subject to Council approval.

### **Budget/Financial Implications:**

For 2019 taxation year, property tax revenue decreased by \$28M compared to 2018. Cumulatively, property tax revenue has decreased by \$123M since the 2016 budget. The revenue required through property taxes for the 2019 taxation year is \$643,621,000.

Assessment notices were sent out on February 20, 2019 and the deadline for assessment appeals is April 29, 2019 for the majority of properties. In some instances, additional information has been received regarding assessment accounts that have led to the issuance of an updated assessment. In accordance with legislated requirements, notice of the appeal period for these properties is extended by an additional 60 days. A better estimate of assessment roll totals and resulting property tax revenue impacts will be determined when the last appeal deadline has passed. The appeal allowance for the Machinery and Equipment class is 3% and for all other tax sectors is 1% for 2019.

### **s 358(1) Maximum Tax Rate Ratio (formerly Bill 21 and Bill 8)**

The Municipality is a “non-conforming” municipality meaning that the tax ratio is greater than 5:1. The tax ratio means the ratio between the highest non-residential tax rate to the lowest residential tax rate. In the Municipality the highest non-residential tax rate is the rural non-residential tax rate and the lowest residential tax rate is the rural residential tax rate. The tax ratio can be reset each year, but the ratio cannot increase from the previous year. For the 2018 tax year the Municipality’s tax ratio was 14.30.

Although the regulations guiding the method and time frame for reducing the tax ratio have not been introduced by the Government of Alberta, through budget reductions, growth in the rural non-residential assessment base and an increase in the rural residential tax rate the administrative recommendation would result in a tax rate ratio for the Municipality that has been reduced to 12.45 for 2019.

### **Rationale for Recommendation:**

## COUNCIL REPORT – Bylaw No. 19/012 - 2019 Property Tax Rate Bylaw

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The proposed property tax methodology is budget driven reflecting zero-based budgeting resulting in an overall reduction in property taxes from 2018, and a systematic reduction in the tax ratio from 2018 to 2019.

In addition, Administration is requesting that a Special Council Meeting be called to occur at 4:00 p.m. on Tuesday, May 7, 2019 for consideration of second and third readings of Bylaw No. 19/012, the 2019 Property Tax Rate Bylaw.

### **Strategic Priorities:**

Responsible Government

### **Attachments:**

#### **1. Bylaw No. 19/012 - 2019 Property Tax Rate Bylaw**



## BYLAW NO. 19/012

### A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO AUTHORIZE A PROPERTY TAX AND ESTABLISH PROPERTY TAX RATES FOR THE YEAR 2019

**WHEREAS** Sections 353 and 354 of the *Municipal Government Act* require a municipality to pass a property tax bylaw annually and to set and show all tax rates for the year;

**AND WHEREAS** as of the date of this report, the Alberta School Foundation Fund (ASFF) has not released their 2019 Provincial Education Property Tax requisitions; therefore, the previous year's requisitions were used. They are as follows:

(i)	for residential and farm land	\$ 30,641,634.44
(ii)	for non-residential property	\$ 43,541,296.40

**AND WHEREAS** as of the date of this report, the Fort McMurray Roman Catholic Separate School District #32 has not released their 2019 Provincial Education Property Tax requisitions; therefore, the previous year's requisitions were used. They are as follows:

(iii)	for residential and farm land	\$ 1,449,143.16
(iv)	for non-residential property	\$ 293,329.76

**AND WHEREAS** the Ayabaskaw House, being a management body under the *Alberta Housing Act*, has issued a requisition to the Municipality in the amount \$ 139,400.00;

**AND WHEREAS** the Rotary House, being a management body under the *Alberta Housing Act*, has issued a requisition to the Municipality in the amount \$ 1,826,200.00;

**AND WHEREAS** Section 10 of the Order in Council No. 817-94 allows the Municipality to establish different rates of taxation for the Urban Service Area and the Rural Service Area, in respect of each assessment class or sub-class referred to in Section 297 of the *Municipal Government Act*;

**AND WHEREAS** the net tax revenue requirement (which does not include Special Assessment and Local Improvement Taxes or Oil Well Drilling Taxes) of the Municipality for 2019 is estimated to be \$ 643,621,000;

**AND WHEREAS** the total 2019 assessment of land, building, and improvement in the Rural Service Area, from which taxes may be raised, is \$ 48,298,995,441;

**AND WHEREAS** the total 2019 assessment of land, building and improvements in the Urban Service Area, from which taxes may be raised, is \$ 13,766,584,136;

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

1. The following tax rates are hereby authorized and imposed against the assessed value of taxable lands, buildings, and improvements as shown on the municipal assessment roll:

**TAX RATES IN RESPECT OF EDUCATION REQUISITIONS, IMPOSED IN BOTH THE RURAL SERVICE AREA AND THE URBAN SERVICE AREA:**

Alberta School Foundation Fund:

- Tax Rate for Residential and Farm Property: 0.0029737
- Tax Rate for Non-Residential Property: 0.0036438

Fort McMurray Roman Catholic Separate School District #32:

- Tax Rate for Residential and Farm Property: 0.0029737
- Tax Rate for Non-Residential Property: 0.0036438

**TAX RATES IN RESPECT OF REQUISITIONS OTHER THAN EDUCATION REQUISITION, IMPOSED IN BOTH THE RURAL SERVICE AREA AND THE URBAN SERVICE AREA:**

Ayabaskaw House

- Tax Rate for Residential and Farm Property: 0.0000021
- Tax Rate for Non-Residential Property: 0.0000021
- Tax Rate for Machinery and Equipment: 0.0000021

Rotary House

- Tax Rate for Residential and Farm Property: 0.0000290
- Tax Rate for Non-Residential Property: 0.0000290
- Tax Rate for Machinery and Equipment: 0.0000290

**TAX RATES IN RESPECT OF DESIGNATED INDUSTRIAL PROPERTY REQUISITIONS, IMPOSED IN BOTH THE NON-RESIDENTIAL PROPERTY AND MACHINERY AND EQUIPMENT:**

- Tax Rate for Non-Residential Property: 0.0000786
- Tax Rate for Machinery and Equipment: 0.0000786

**TAX RATES FOR MUNICIPAL PURPOSES, IMPOSED IN THE RURAL SERVICE AREA:**

- Tax Rate for Residential and Farm Property: 0.0010476
- Tax Rate for Non-Residential Property: 0.0130453
- Tax Rate for Machinery and Equipment: 0.0130453
- Tax Rate for Small Business Property: 0.0097840

## TAX RATES FOR MUNICIPAL PURPOSES, IMPOSED IN THE URBAN SERVICE AREA:

- Tax Rate for Residential and Farm Property: 0.0019926
- Tax Rate for Other Residential Property 0.0056292
- Tax Rate for Non-Residential Property: 0.0039533
- Tax Rate for Machinery and Equipment 0.0039533

### Definitions and Interpretation

2. In this Bylaw:
  - (a) "Municipality" means the Regional Municipality of Wood Buffalo;
  - (b) "Other Residential" has the meaning set out in Section 5 of Bylaw No. 13/012;
  - (c) "Small Business Property" has the meaning set out in the Matters Relating to *Assessment Sub-Classes Regulation* without regard to the option described in clause 3(b)(ii) of that regulation and without adopting an alternative date for establishing the threshold number of employees.
3. The numerical values in Section 1 of this Bylaw are tax rates expressed in cents per dollar of assessment.
- 3.1 The Chief Administrative Officer may from time to time establish procedures to allow for the effective administration of the Small Business Property sub-class tax rate, including without limitation a method for determining and counting full-time employees, and the frequency of that count.
4. This Bylaw comes into force when it is passed.

READ a first time this \_\_\_\_ day of \_\_\_\_\_, 2019.

READ a second time this \_\_\_\_ day of \_\_\_\_\_, 2019.

READ a third and final time this this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

SIGNED and PASSED this this \_\_\_\_ day of \_\_\_\_\_, 2019.

\_\_\_\_\_  
Mayor

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



## COUNCIL REPORT

Meeting Date: April 23, 2019

### **Subject: Bylaw No. 19/009 - Records Retention and Disposition Bylaw**

#### **APPROVALS:**

**Annette Antoniak**

\_\_\_\_\_  
Director

\_\_\_\_\_  
Chief Administrative Officer

#### **Recommended Motion:**

1. THAT Bylaw No. 19/009, being the Records Retention and Disposition Bylaw, be read a first time.
2. THAT Bylaw No. 19/009 be read a second time.
3. THAT Bylaw No. 19/009 be considered for third reading.
4. THAT Bylaw No. 19/009 be read a third and final time.

#### **Summary and Background:**

In 2000, Council passed a Records Retention Bylaw which sets out parameters for the classification, disposition and retention of records. This system was established for the handling of paper-based records and does not translate well for the management of electronic records. Further, the existing system is outdated and requires significant updating.

The Municipality is also in the process of implementing an electronic records management system (OpenText) which will effectively manage the classification, disposition and retention of both paper-based and electronic records. As a result, the Municipality is transitioning to a function-based classification system. To ensure that the system remains fluid and adaptable to meet organizational requirements, as well as current and future best practices, it is recommended that a new Records Retention and Disposition Bylaw be established to allow for appropriate oversight and management of the Municipality's records.

#### **Rationale for Recommendation:**

Section 208(1)(d) of the Municipal Government Act requires that the Chief Administrative Officer ensure the records of a municipality are kept safe. This necessitates that the CAO also have the authority and flexibility to adapt classification, retention and disposition systems to meet corporate needs. As the proposed bylaw is

administrative in nature, it is requested that it receive three readings at one sitting.

**Strategic Priorities:**

Responsible Government

**Attachments:**

**1. Bylaw No. 19/009 - Records Retention and Disposition Bylaw**

## BYLAW NO. 19/009

### A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO RESPECTING THE RETENTION AND DISPOSITION OF CORPORATE RECORDS AND DOCUMENTS

**WHEREAS**, the *Municipal Government Act*, R.S.A. 2000, c. M-26, as amended, provides that Council may pass a bylaw respecting the retention and destruction of records and documents of the municipality;

**AND WHEREAS** the *Freedom of Information and Protection of Privacy Act*, R.S.A. 2000, c.F-25, as amended, does not prohibit the transfer, storage or destruction of any record in accordance with a bylaw of a local government body;

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

#### **Short Title**

1. This Bylaw is called the “Records Retention and Disposition Bylaw”.

#### **Definitions**

2. In this bylaw, the following definitions will apply:
  - 2.1. “Classification and Retention System” (CRS) defines the Municipality’s practices, procedures, and standards for maintaining and protecting Corporate Records throughout the life-cycle of information;
  - 2.2. “Corporate Records” means the cumulative Records of the Municipality and specifically includes all Records of any Elected Official or Employee of the Municipality created or received in the context of their functional responsibilities.
  - 2.3. “Digital Records Preservation Strategy” means the processes and activities to be used to maintain and protect the authenticity, integrity, and reliability of digital records in forms which are usable for as long as the records are needed.
  - 2.4. “Disposition” means the final action for Records when they reach the end of their Retention Period as indicated in the CRS.
  - 2.5. “Record” means recorded information in any form, hardcopy or electronic, and includes, but is not limited to, books, documents, publications, maps, drawings, photographs, letters, vouchers, papers, emails, notes, and any other information that is either written, photographed, recorded or stored in

any manner. For the purposes of this Bylaw, a Record does not include software or any mechanism that produces Records.

### **Retention, Disposition and Destruction**

3. The Chief Administrative Officer shall establish a Classification & Retention System to provide for the systemic control of the creation, use, maintenance, storage, security, retrieval and disposition of Records created or received by the Municipality in conducting its operations.
4. All Records in the custody and control of any Elected Official or employee of the Municipality created or received in the context of their functional responsibilities are the property of the Municipality and must be managed in accordance with the Classification and Retention System.
5. The Chief Administrative Officer or designate may authorize the disposition of the original Records in accordance with the Classification and Retention System.
6. The Chief Administrative Officer or designate may establish a digital records preservation strategy to enable Disposition of original Records that have been converted to exact digital copies of the originals document, and to address the management of digital content over time to ensure ongoing access.

### **Repeal and Coming into Force**

7. Bylaw No. 00/086, and all amendments thereto, is hereby repealed.
8. This bylaw shall be effective when passed.

READ a first time this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 2019.

READ a second time this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 2019.

READ a third and final time this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 2019.

SIGNED and PASSED this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 2019.

\_\_\_\_\_  
Mayor

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



## COUNCIL REPORT

Meeting Date: April 23, 2019

### **Subject: Competitive Procurement Audit Action Plan – First Quarter 2019 Update**

#### **APPROVALS:**

**Annette Antoniak**

\_\_\_\_\_  
Director

\_\_\_\_\_  
Chief Administrative Officer

#### **Recommended Motion:**

THAT the Competitive Procurement Audit Action Plan – First Quarter 2019 Update, Attachment 1, be accepted as information.

#### **Summary:**

Based on the Competitive Procurement Audit Recommendations presented to Council by MNP LLP (MNP) on June 12, 2018 and, in an effort, to close the gap to leading practice, Administration developed an Action Plan to address improvements to the process with proposed completion dates ranging from Q2 2018 through Q2 2019. The Action Plan was also approved by Council at the June 12, 2018 meeting. The First Quarter 2019 Update represents the third update to Council since presentation of the audit results and approval of the Action Plan. Of the 38 recommendations, 33 have been implemented/completed, 1 is in progress, and 4 have portions of a recommendation completed with the remaining in progress. In some cases, a completed recommendation has become part of an ongoing or annual process. For the purposes of tracking, it is considered complete.

#### **Background:**

MNP was contracted to conduct internal audits of the competitive procurement evaluation process as well as capital projects and single source (non-competitive) procurements. In addition, MNP assessed the Municipality's processes against leading practice criteria for each phase of the audit.

As a public-sector entity, the Municipality must adhere to applicable legislation, including the *New West Partnership Trade Agreement* (NWPTA), the *Canadian Free Trade Agreement* (CFTA) and the *Canada-European Union Comprehensive Economic and Trade Agreement* (CETA) when conducting procurement activities. Although the procurement thresholds may differ, the similarities remain in requiring open, transparent and non-discriminatory treatment to all suppliers.



The four key findings that became a theme throughout the audit included:

- Standard operating procedures (SOP) and training
- Mandatory requirements and evaluation criteria
- Increased transparency with contractors
- Capital project management processes

Although MNP concluded that the Municipality currently has leading practice standard operating procedures, those procedures are not consistently being followed. Training of all employees involved in procurement processes along with annual refresher training would close the current gap. Public Sector Procurement Program (PSPP 101 - 203) training commenced in October 2018 and completed in November 2018. PSPP 301 will be offered in the fall as it builds on the skills and knowledge gained in previous levels through participation in threaded discussions and assignments. With the approval of Procurement Policy FIN-100 in February, social procurement has been added as a guiding principle. To support advancing social procurement and to re-emphasize public sector procurement legislation, training to elected officials and to vendors through their associations will be provided in May 2019.

The phased implementation of E-Procurement software will address a number of gaps to leading practice. Based on software demonstrations held in January, the contract has been awarded. Implementation of the first phase is anticipated to be completed by the end of April 2019. A communications strategy will be developed to inform the vendor community of upcoming changes and to ensure readiness as future phases are implemented.

Increased transparency with contractors can be fostered by providing enhanced information and resources regarding procurement opportunities and municipal processes. This can be achieved with a coordinated effort to provide training to contractors to ensure their bids include sufficient information to compete for municipal contracts, enhanced municipal website resources, and dialogue with the Fort McMurray Construction Association, Fort McMurray Chamber of Commerce and the Northeastern Alberta Aboriginal Business Association. Information sessions were held during the week of January 28<sup>th</sup>.

### **Rationale for Recommendation:**

The Competitive Procurement Audit Action Plan - First Quarter 2019 Update, Attachment 1, identifies the progress made in the last quarter to bridge the gap between existing municipal procurement processes and execution to leading practice.



### **Strategic Priorities:**

Responsible Government

**Attachments:****1. Competitive Procurement Audit Action Plan - First Quarter 2019 Update**

**Competitive Procurement Audit Action Plan First Quarter 2019 Update  
Presentation**

COMPETITIVE PROCUREMENT AUDIT RECOMMENDATIONS AND ACTION PLAN								
Observations		Recommendations	Priority	Target Date	Progress	Management Observations	Management Response	Current Update - Q1 2019
Mandatory Requirements	1	SCM should work closely with RMWB departments and branches (e.g. insurance and legal) to develop mandatory requirements specific to each project. The mandatory requirements should reflect the requirements that are truly essential to the completion of the services or goods being procured. The number of mandatory requirements should be minimized, truly relevant and appropriate to the goods / services being procured in order to increase the probability of receiving compliant and qualified submissions. RMWB should consider including business or technical mandatory requirements that will support the efficient and objective assessment of proponent qualification and experience (e.g. minimum qualifications or experience of proposed personnel).	High	Q1 2019	On Target	Supply Chain Management (SCM) is provided the scope of work from the department(s). Any technical mandatory requirements would be presented by the department who are the experts in the field. If there is any misunderstanding SCM will ask questions for clarity to be sure it is presented properly in the RFx.	<ul style="list-style-type: none"><li>• SCM will continue to work with the appropriate departments on technical and mandatory requirements, where applicable.</li><li>• SCM is currently researching software packages for submission and evaluation. The software will include a checklist for mandatory requirements and assist with centralized documentation and reporting.</li></ul>	In Progress - Based on E-Procurement Software demonstrations held in January, 2019, the contract was awarded. Implementation of the first phase is anticipated to be completed by the end of April 2019. A communications strategy will be developed to inform the vendor community of upcoming changes.
	2	SCM and the procuring department should document discussions surrounding the development and approval of the mandatory requirements. Evidence of the approval prior to issuing the RFx should be maintained on file through completion of the Procurement File Checklist. (Also see recommendation #7 - Procurement File Checklist.)	High	Q1 2018	Complete	SCM currently communicates with departments via email, telephone and face-to-face in developing criteria's for RFxs. Specific documentation relating to anomalies are currently saved, however, not all communications are consistently documented and saved.	<ul style="list-style-type: none"><li>• SCM will continue to work with the appropriate departments on technical and mandatory requirements where applicable.</li></ul>	COMPLETE
			High	Q1 2019	Complete		<ul style="list-style-type: none"><li>• SCM is currently researching software packages for submissions and evaluation. The software will provide a checklist for mandatory requirements, assist with centralized documentation and reporting.</li></ul>	
	3	The RFx document should clearly state whether information required to assess compliance with mandatory requirements needs to be provided upfront (i.e. upon submission of the bid) or upon award as a single mandatory requirement cannot later be waived by the RMWB when faced with an otherwise strong bid submission.	High	Q2 2018	Complete	Mandatory requirements are currently specified in the RFx documents and must be presented upon opening or before award.	<ul style="list-style-type: none"><li>• Wording will be adjusted to reflect when mandatory requirements are due.</li></ul>	COMPLETE

Observations		Recommendations	Priority	Target Date	Progress	Management Observations	Management Response	Current Update - Q1 2019
Mandatory Requirements Continued	4	SCM should ensure that the assessment of bids against the mandatory requirements is documented, as well as reviewed by an appropriate authority, and, where a proponent does not meet the mandatory requirements, the proponent is disqualified, and the submission is not further evaluated.	High	Q4 2018	<input checked="" type="checkbox"/> Complete	SCM currently reviews submissions for mandatory documentation and does disqualify based on non-compliance.	• Standard Operating Procedures (SOP's) will be reviewed and updated. Forms will be updated to ensure that the assessment of bids against the mandatory requirement is documented.	COMPLETE
				Q1 2019	 On Target		• SCM is currently researching software packages for submissions and evaluation. The software will provide a checklist for mandatory requirements, assist with centralized documentation and reporting.	In Progress - Based on E-Procurement Software demonstrations held in January, 2019, the contract was awarded. Implementation of the first phase is anticipated to be completed by the end of April 2019. A communications strategy will be developed to inform the vendor community of upcoming changes.
	5	SCM should update the RFT template to allow for the summary of all mandatory requirements in one area of the document.	High	Q2 2018	<input checked="" type="checkbox"/> Complete	Appendix A "Acknowledgement Form" of the Request for Tender states the mandatory requirements within the documentation checklist for bid compliance section. The specific words "mandatory requirement" are not stated, therefore this could lead to misinterpretation.	• The Acknowledgement Form template will be updated to clearly state mandatory requirements.	COMPLETE
	6	SCM should conduct a review of its SOPs to determine if revisions are required to better reflect actual processes and controls that are in place, while aligning them with leading practices.	High	Q1 2019	<input checked="" type="checkbox"/> Complete	SCM has a Council Policy that is due for review in 2018, Administrative Procedure which was last reviewed in 2015 and SOP's are typically reviewed and updated every 3 years.	• SCM will develop a work plan and allocate resources to review and update Council Policy, Administrative Procedure and SOP's.	COMPLETE - Procurement Policy FIN-100 approved by Council in Feb. 2019. Standar Operating Procedures updated. Monthly meetings scheduled until administrative procedure is complete.
	7	To improve consistency and accountability of the competitive procurement process, SCM should develop a procurement file checklist aligned with the SOPs listing information that must be maintained on file along with key steps that must be completed in the procurement process. Buyers should complete the Procurement File Checklist, noting dates of key activities and maintaining supporting documentation, to evidence the completion of the required procurement steps, including the documentation of the coordination of responses to questions received from proponents and the posting of responses to APC. By doing this, SCM will ensure key processes are being followed and control activities are taking place and evidenced. A sample checklist was provided in the Procurement - Capital Projects and Single Source Internal Audit.	High	Q4 2018	<input checked="" type="checkbox"/> Complete	SCM currently utilizes OpenText - an information management software, Alberta Purchasing Connection (APC) – tool for posting RFX documentation including posting dates, closing dates, addendums, etc., Microsoft Outlook – email documentation, and etc.	• SCM will implement a checklist to align with RMWB processes, ensuring consistency in files.	COMPLETE
				Q1 2019	 On Target		• SCM is currently researching software packages for submissions and evaluation. The software will provide a checklist for mandatory requirements, assist with centralized documentation and reporting.	In Progress - Based on E-Procurement Software demonstrations held in January, 2019, the contract was awarded. Implementation of the first phase is anticipated to be completed by the end of April 2019. A communications strategy will be developed to inform the vendor community of upcoming changes.

Observations		Recommendations	Priority	Target Date	Progress	Management Observations	Management Response	Current Update - Q1 2019
Evaluation Plan	8	As recommended in the Procurement – Capital Projects and Single Source Internal Audit, RMWB should develop proposal evaluation plans for competitive procurements that include evaluation of criteria other than price / cost. This requirement is aligned with leading practice and SOP 6: Competitive Bid and will ensure the evaluation of proposals is thorough, complete, documented and defensible.	Medium	Q4 2018	<div><div></div><div>Complete</div></div>	Upon RFX creation, SCM staff work with departments to create evaluation criteria, scoring and weighting. These are provided in the RFP / RFQ package and a panel of evaluators are provided by the department for evaluation of the submissions upon receipt.	SCM is finalizing a Procurement Evaluation Handbook, which outlines: <ul style="list-style-type: none"><li>• Role of the Evaluation Committee, Committee Leader, Evaluators, and Buyers</li><li>• Guiding Principles (Such as consistency, confidentiality, conflict of interest, etc.)</li><li>• Suggested timeline for completion of tasks</li><li>• Detailed step by step descriptions of the evaluation steps and roles</li><li>• Evaluating responses guidelines, criteria, and sample of scoring submissions</li><li>• Technical submission scoring with rankings</li><li>• Examples of evaluation templates and a training plan will be developed.</li></ul>	COMPLETE
Evaluation Committees	9	Evaluation Committee members should formally confirm and document that they are conflict free in relation to the assessment of submissions to ensure the evaluation is unbiased.	High	Q2 2018	<div><div></div><div>Complete</div></div>	SCM does have a conflict of interest form; however, it is currently only signed if there is a conflict identified.	• SCM will make this a requirement for all evaluators.	COMPLETE
				Q1 2019	<div><div></div><div>On Target</div></div>		• SCM is currently researching software packages for submissions and evaluation process which will require completion of the conflict form upon committee selection, prior to receiving the tender package.	In Progress - Based on E-Procurement Software demonstrations held in January, 2019, the contract was awarded. Implementation of the first phase is anticipated to be completed by the end of April 2019. A communications strategy will be developed to inform the vendor community of upcoming changes.
Evaluation Criteria	10	SCM and the procuring department should document discussions surrounding the development and approval of the evaluation criteria. Evidence of the procuring department’s approval should be maintained on file through completion of the Procurement File Checklist.	High	Q4 2018	<div><div></div><div>Complete</div></div>	SCM works with departments to create evaluation criteria, scoring and weighting. These are provided in the RFP / RFQ package and a panel of evaluators are provided by the department for evaluation of the submissions upon receipt. A final review of the RFX is required by the department, approvals are obtained through email.	SCM will implement a checklist to align with RMWB processes, ensuring consistency in files.	COMPLETE
				Q1 2019	<div><div></div><div>On Target</div></div>		In addition, research is underway to implement software to enhance the consolidation of documentation and streamline the process.	In Progress - Based on E-Procurement Software demonstrations held in January, 2019, the contract was awarded. Implementation of the first phase is anticipated to be implemented by the end of April 2019. A communications strategy will be developed to inform the vendor community of upcoming changes.

Observations		Recommendations	Priority	Target Date	Progress	Management Observations	Management Response	Current Update - Q1 2019
Evaluation Criteria Continued	11	RMWB should consider weighting evaluation criteria in terms of procurement type, complexity and size. For example, a proposed procurement with a simple, clearly defined scope of work include evaluation criteria more heavily weighted towards price. Proposed procurement with highly complex or vaguely defined scopes of work should include evaluation criteria weighted toward business requirements (e.g. project understanding, methodology, similar experience, etc.).	High	Q4 2018	<input checked="" type="checkbox"/> Complete	SCM provides a standard template and adjusts the weighting and criteria based on discussions with the departments who play a critical role in providing documentation and technical expertise.	SCM is finalizing a Procurement Evaluation Handbook, which outlines: <ul style="list-style-type: none"><li>• Role of the Evaluation Committee, Committee Leader, Evaluators, and Buyers</li><li>• Guiding Principles (Such as consistency, confidentiality, conflict of interest, etc.)</li><li>• Suggested timeline for completion of tasks</li><li>• Detailed step by step descriptions of the evaluation steps and roles</li><li>• Evaluating responses guidelines, criteria, and sample of scoring submissions</li><li>• Technical submission scoring with rankings</li><li>• Examples of evaluation templates</li></ul> A training plan will be developed.	COMPLETE
	12	RMWB should include the evaluation criteria, the weighting thereof and the scoring methodology within the RFx to provide proponents with information on how submissions will be evaluated.	High	Q4 2018	<input checked="" type="checkbox"/> Complete	<p>As of September 2017, a breakdown of evaluation criteria and weighting is provided in all Request for Proposals and Request for Quotations.</p> <p>SCM staff work with departments to create evaluation criteria, scoring and weighting.</p>	SCM is finalizing a Procurement Evaluation Handbook, which outlines: <ul style="list-style-type: none"><li>• Role of the Evaluation Committee, Committee Leader, Evaluators, and Buyers.</li><li>• Guiding Principles (Such as consistency, confidentiality, conflict of interest, etc.).</li><li>• Suggested timeline for completion of tasks.</li><li>• Detailed step by step descriptions of the evaluation steps and roles.</li><li>• Evaluating responses guidelines, criteria, and sample of scoring submissions.</li><li>• Technical submission scoring with rankings</li><li>• Examples of evaluation templates.</li></ul> A training plan will be developed.	COMPLETE
	13	RMWB should request proponents provide at least three references for previous, similar work completed. SCM should contact the references, confirm the details contained in the proponent’s submission and validate the quality of the project and vendor for which / whom the reference was provided. When required (i.e. SCM intends to ask questions pertaining to technical aspects of previous projects), SCM should include a representative from the procuring department to assist in the reference checks. SCM should forward the results of the reference checks to the Evaluation Committee for consideration in the overall evaluation.	High	n/a	<input checked="" type="checkbox"/> Complete	Request for Proposals require three references in most incidences and reference checks are performed. SCM sends packages to departments for evaluation and if the department is not familiar with the work of the proponents, they will contact SCM to perform reference checks. The procuring department will provide a list of questions to ask the proponents. Upon completion the results are forwarded to the evaluation committee for review through email.	Continue performing reference checks when required.	COMPLETE

Observations		Recommendations	Priority	Target Date	Progress	Management Observations	Management Response	Current Update - Q1 2019
Evaluation Criteria Continued	14	The results of the reference checks should be documented through completion of the Procurement File Checklist.	High	Q2 2018	<input checked="" type="checkbox"/> Complete	Request for Proposals require three references in most incidences and reference checks are performed. SCM sends packages to departments for evaluation and if the department is not familiar with the work of the proponents, they will contact SCM to performs reference checks. The procuring department will provide a list of questions to ask the proponents. Upon completion the results are forwarded to the evaluation committee for review through email and then uploaded to OpenText.	SCM will continue performing reference checks when required and save documents in a centralized location.	COMPLETE
Evaluation of Submissions	15	SCM should consider establishing minimum targets for expected number of responses to RFx to help ensure the most qualified firms are selected to complete projects at optimal value for the Municipality. (Also See recommendation #7 above for the recommendation pertaining to the Procurement File Checklist.	High	n/a	<input checked="" type="checkbox"/> Complete	When bid opportunities are posted on the Alberta Purchasing Connection (APC), they are open to any company wishing to submit a bid. SCM has no control over the number of bids received and is unaware of how many responses will be received until the posted opportunity is closed. To re-open the opportunity after closing because a minimum number of bids have not been received could be perceived as bid shopping; which contravenes public procurement / contract law.	The criteria outlined in the Municipality's Request for Proposal / Information / Quote (RFx) templates today will continue to be used as the "flexible" mechanism allowing the Municipality the right to eliminate vendors that do not meet minimum expected thresholds, based on both the individual and overall criteria levels which are "Project Specific". For example, one RFx may have a high weighting on the specific qualifications of individuals assigned to a project, but a lower weighting on price. Another RFx may be more of a commodity purchase and have a high weighting on price, with a lower weighting on qualifications. The Municipality has elected not to include a minimum number of bids; the existing internal control structure at the Municipality is appropriately designed and a minimum bid requirement cannot be applied based on the reasons summarized.	COMPLETE
Training and Awareness	16	SCM should work closely with the LEARN branch at RMWB to determine the best way to disseminate training to impacted employees. Options for training include working with SCM to develop the course content and then training individual(s) from SCM to deliver the courses to employees (i.e. "train the trainer"), engaging external consultants to develop and deliver training, developing on-line training tools such as webinars, etc. As noted above, the training should include information on key processes including required documentation and approvals (along with timing of those approvals). Training should be provided to all new employees along with annual "refresher training" to remind employees of procurement-related responsibilities.	High	Q1 2019	<input checked="" type="checkbox"/> Complete	SCM staff currently attend webinars presented by external professionals and utilize internal training offered by Learn. SCM professional staff hold SCM formal education and are aware of their procurement-related responsibilities. SOP's are accessible to all staff on SCM processes. The LEARN Branch offers online or class training on CORE Portal SCM to everyone involved in obtaining goods or services on behalf of RMWB. Presentations have been provided to the Senior Leadership Team, Managers and departments on legislation and Trade Agreements.	SCM will work with the LEARN Branch to develop and deliver training on SCM processes and procedures, this will include refresher training.	COMPLETE



Observations		Recommendations	Priority	Target Date	Progress	Management Observations	Management Response	Current Update - Q1 2019
Training and Awareness Continued	17	Council Members should be provided detailed training on RMWB procurement obligations under trade agreements and the requirement for the Municipality to adhere to the principles of public procurement. As with employees, the training to Council Members should be provided as part of the orientation process and on an as needed basis.	High	Q2 2018	<input checked="" type="checkbox"/> Complete	Council currently receives an orientation at the beginning of their term of office by internal staff.	A high-level overview of the foundational laws behind Public Procurement with emphasis on competitive contracting, identifying key risk areas in the procurement process and outlining the critical role of Council in Public Procurement will be delivered by an external training resource.	COMPLETE - Training was initially provided to Council on June 19, 2018. Per Council request in February 2019, a second training session is scheduled for May 21 to reinforce public sector procurement legislation and to develop an understanding of social procurement.
Contractors Perspective	18	SCM should develop online guides to competitive procurement at the Municipality for contractors that provide information on trade agreement obligations of RMWB, key steps in the competitive procurement process, how to obtain a vendor debriefing, process for reporting concerns (e.g. whistleblower complaint), guidance on how to prepare a successful bid submission, etc. The guides should be brief (e.g. one to two pages), written in plain language, posted to the RMWB website and contain links to more detailed information and contacts, where applicable.	Medium	Q1 annually	<input checked="" type="checkbox"/> Complete	RMWB currently post the Annual Capital Budget and Plan on the RMWB website. There are annual budget workshops held to discuss the capital needs. The public are invited to attend and provide feedback.	Once the annual Capital Budget and Plan is approved by Council, a list of capital projects will continue to be posted on the RMWB website for information purposes. In addition, contact information will be provided if further clarification is required. SCM will continually post opportunities on APC with the appropriate timelines in relation to the scope of work. In collaboration with Economic Development, a training program for contractors will be developed and delivered.	COMPLETE - The external Municipal webpage is undergoing an update. We are working with the Communications and IT Departments. In lieu of this update, the Procurement Services Branch has distributed the Capital Procurement Plan through the local Construction Association and NAABA.
	19	SCM should consult with its Legal Department on its procurement related obligations under domestic and international trade agreements to determine if there are restrictions to implementing procurement strategies that, where appropriate, favour local and Indigenous vendors. Upon further clarify being provided, RMWB should communicate the restrictions in the online guides recommended above to assist in managing expectations of local businesses and Indigenous vendors.	Medium	Q1 2019	<input checked="" type="checkbox"/> Complete	As in Management Observation #6, the Council Policy is due for review and alignment with updated legislation and best practice.	<ul style="list-style-type: none"> <li>SCM will develop a work plan and allocate resources to review and update Council Policy, Administrative Procedure and SOP's.</li> </ul>	COMPLETE - Procurement Policy FIN-100 approved by Council in Feb. 2019. Standar Operating Procedures updated. Monthly meetings scheduled until administrative procedure is complete. 2 half day sessions will be held for vendors on May 22 to reinforce public sector procurement legislation.
	20	SCM should conduct an annual briefing session with contractors to present and discuss the current capital plan and obtain industry input on project delivery, procurement / contracting strategy and estimated timing for each project. Contractors should be provided with the opportunity to provide comments and feedback at the briefing session or in writing for a specified time after the session. Where applicable, SCM and Engineering can use the information provided by the contractors in the development/finalization of its project delivery, procurement/contracting strategy and RFx documents while also ensuring and balancing the requirements of an independent procurement process. SCM should issue public invitations to the briefing session using APC.	Medium	Q1 2019	<input checked="" type="checkbox"/> Complete	Documentation of lessons learned and seeking input for continuous improvement are critical.	Enhance current process.	COMPLETE - Presentations to the Fort McMurray Construction Association and NAABA were held on January 28 and 31, 2019. Continued dialogue will be part of ongoing process for improvement.



Observations		Recommendations	Priority	Target Date	Progress	Management Observations	Management Response	Current Update - Q1 2019
Contractors Perspective Continued	21	RMWB should publish the names of successful bidders and the subsequent contract value to APC, on a timely basis following the award of the contract (e.g. within 1 to 2 days of awarding the contract).	Medium	Q2 2018	<input checked="" type="checkbox"/> Complete	SCM post results within three to five days of receipt of a signed contract award letter from the successful proponent. It would be difficult to reduce the timeline. Until an award letter is signed, we are unable to notify any successful proponents.	Continue with current process.	COMPLETE
	22	If RMWB receives a submission with a price that is significantly lower than the prices in other submissions, the Evaluation Committee should verify with the proponent that it is capable of delivering the project as described in the RFx document. This may involve checking references, meeting with the proponent and discussing in more detail how the project will be delivered, obtaining more information such as previous work experience, etc. All steps taken to verify the capability of the proponent should be documented. If the Evaluation Committee determines the proponent is not able to complete the work at the price included in the proponent’s submission, consideration should be given to other compliant bids received.	Medium	Q4 2018	<input checked="" type="checkbox"/> Complete	SCM currently reviews any substantial variances between lowest price and next price. The review includes experience, references where applicable, pricing model, and etc. In partnership the department and SCM conduct this review.	SCM will define and document the process as part of Policy and Procedures to ensure consistency.	COMPLETE
	23	SCM should stagger the posting of opportunities, where possible, to provide proponents with sufficient time to prepare submissions. SCM should also consider establishing minimum timelines for the length of time between opening date of the RFx and the closing date depending on the type and complexity of the proposed procurement.	Medium	n/a	<input checked="" type="checkbox"/> Complete	Determining the RFx opening and closing dates prior to issuing the RFx is taken into consideration on an ongoing basis. The Trade Agreements give a minimum amount of days that an RFx must be opened. SCM works with the applicable departments to determine if the Municipality should post longer due to technical requirements and overall complexity.	Continue with current process.	COMPLETE
	24	Through completion of the Procurement File Checklist, SCM, in consultation with the procuring department, should document the rationale for the RFx opening and closing dates prior to issuing the RFx.	Medium	Q2 2019	<input checked="" type="checkbox"/> Complete		SCM will research best practices from a Public Procurement perspective to ensure all vendors have a competitive opportunity to participate.	COMPLETE

Observations		Recommendations	Priority	Target Date	Progress	Management Observations	Management Response	Current Update - Q1 2019
Contractors Perspective Continued	25	To reduce the amount of time and effort associated with the competitive procurement process, RMWB should pre-qualify contractors for Municipal projects from various fields (e.g. water and sewer, bridges, roads, etc.). Pre-qualification would have to adhere to trade agreements and SCM should consult with its Legal Department to ensure any trade agreement restrictions are applied. Once the Municipality has a list of pre-qualified contractors, opportunities should be forwarded to the applicable contractors. Contractors can then provide the Municipality with an estimate of price and other required information such as WCB coverage, insurance, performance bonds, etc.	Medium	Q2 2019	<input checked="" type="checkbox"/> Complete	In the past SCM has performed prequalification for specific types of work, such as directional drilling and engineering consulting.	SCM will research best practices from a Public Procurement perspective to ensure all vendors have a competitive opportunity to participate.	COMPLETE
	26	The Engineering Department filing system on the internal H drive needs to be fully utilized by all stakeholders who have access. Before a project is closed by RMWB, a review of the project files should occur by the Project Manager to ensure all required documentation is in the files. On this project, documentation on safety, quality, RFIs, final contractor evaluation report and daily field construction reports were missing.	High	Q1 2019	<input checked="" type="checkbox"/> Complete	Project Managers are required to file documentation.	Engineering will work with the LEARN Branch to develop and deliver training on processes and procedures. Project close-out reviews will be undertaken. Update the Project Management Manual to include a file checklist.	COMPLETE
	27	Although we believe the quality of the finished project was acceptable, there should be more emphasis placed on ensuring that the RMWB Project Manager was monitoring the quality of the work on an ongoing basis. The fact that there was no quality documentation in the project files may be interpreted as an indicator that quality is not a high priority for the RMWB project team.	High	Q1 2019	<input checked="" type="checkbox"/> Complete	Quality checklists, control and assurance related items are dispersed amongst existing contract specifications. In addition, commissioning plans are created and reviewed. Warranty period provides time to monitor an asset's performance.	Quality Assurance and Quality Control plans for contracts will be reviewed. Update the Project Management Manual to include a file checklist.	COMPLETE
	28	The RMWB filing system on the internal Engineering Department H drive needs to be fully utilized by all stakeholders who have access. Before a project is closed by RMWB, a review of the project files should occur by the Project Manager to ensure all required documentation is in the files. On this project, documentation on safety, quality, RFIs, final contractor evaluation report and daily field construction reports is missing. Safety information located in various files on the H drive should be consolidated in one place to enable easy reference as required.	High	Q1 2019	<input checked="" type="checkbox"/> Complete	Project Managers are required to file documentation.	Engineering will work with the LEARN Branch to develop and deliver training on processes and procedures. Project close-out reviews will be undertaken. Update the Project Management Manual to include a file checklist.	COMPLETE

Observations		Recommendations	Priority	Target Date	Progress	Management Observations	Management Response	Current Update - Q1 2019
Results of Phase 2 Project Reviews Continued	29	A more serious focus needs to be put on safety. Safety accountability should be made a key part of every RFT contractor package and every RFP consultant package.	High	Q1 2019	<input checked="" type="checkbox"/> Complete	Quality checklists, control and assurance related items are dispersed amongst existing contract specifications. In addition, commissioning plans are created and reviewed. Warranty period provides time to monitor an asset’s performance.	Quality Assurance and Quality Control plans for contracts will be reviewed. Update the Project Management Manual to include a file checklist.	COMPLETE
	30	Engineering should provide training to its employees to ensure they are aware of all key safety requirements such as the authority to shut down a construction project due to safety concerns.	High	Q1 2019	<input checked="" type="checkbox"/> Complete	Staff have the authority to shut down construction projects due to safety concerns; they have done so when needed.	Project Managers will be reminded of authority to halt unsafe work. Engineering will work with the LEARN Branch to develop and deliver specialized training to the Engineering Department.	COMPLETE
	31	RMWB should update its Project Manager Handbook and SOPs to include the need for RFIs to support change order requests.	High	Q1 2019	<input checked="" type="checkbox"/> Complete	A robust process for change order review and approval is in place. A Request for Information (RFI) is not the only communicate that may trigger a change order. Contemplated Change Notices (CCN), Change Notices (CN), Site Instructions (SI) and Change Directives (CD) may also be utilized.	The Project Management Manual will be reviewed and updated. Use and tracking of RFI, CCN, CN, SI, and CD will be included.	COMPLETE
	32	There should be more emphasis placed on ensuring that the RMWB Project Manager is monitoring the quality of the work on an ongoing basis. The fact that there was no quality documentation in the project files may be seen as an indicator that quality was not a high priority for the RMWB project team.	High	Q1 2019	<input checked="" type="checkbox"/> Complete	Quality checklists, control and assurance related items are dispersed amongst existing contract specifications. In addition, commissioning plans are created and reviewed. Warranty period provides time to monitor an asset’s performance.	Quality Assurance and Quality Control plans for contracts will be reviewed. Engineering will review the benefit of accepting as-builts (record drawings) through and from consultants to determine if they should be validated in-house.	COMPLETE
	33	The addition of an ITP for future projects would be of value. This plan would summarize all the required testing required by the project specifications and detail who was responsible for ensuring that accurate testing and documentation was done. The ITP, once completed, would provide a record of all the quality tests and documentation for a project in one place. The system currently in use by RMWB does not provide that, and it is difficult to determine if the required testing has taken place.	High	Q1 2019	<input checked="" type="checkbox"/> Complete	Inspection and Testing Plan (ITP) requirements are already in place and dispersed amongst existing contract specifications.	Inspection and Testing Plan (ITP) requirements for contracts will be reviewed for consistency.	COMPLETE - This has become part of an ongoing process.
	34	“Lessons Learned” meetings should be held at the completion of each project. Minutes should be documented, maintained on file and circulated to Engineering Department employees as required. Project Managers should ensure the Lessons Learned are incorporated into the project management processes of subsequent projects.	High	ongoing	<input checked="" type="checkbox"/> Complete	Lessons Learned are shared in regular meetings. Vibration Monitoring is a recent example; this was not included in contracts in the past and, as of 2017, is now a requirement.	Lessons Learned will be documented and circulated.	COMPLETE

Observations		Recommendations	Priority	Target Date	Progress	Management Observations	Management Response	Current Update - Q1 2019
Results of Phase 2 Project Reviews Continued	35	Prior to recommending the payment of a claim to a contractor, the Project Manager should consult with the Engineering Consultant and the RMWB Legal Department to ensure the claim is valid and not covered under warranty. Subject matter advice should also be obtained if necessary.	High	ongoing	<input checked="" type="checkbox"/> Complete	Project Managers contemplate the validity of claims and work with RMWB colleagues, including those from Finance, Procurement and Legal Services, to approve or deny.	Continue current practice of working with RMWB colleagues on all claims.	COMPLETE - The tri-party workshop involving consultants, contractors and RMWB staff is scheduled for April 4.
	36	For projects that involve specialized areas of construction, such as fusion welding, the RFP package to the bidding consultants should request details on the experience of the proposed project manager in the specialty areas involved. In addition, RMWB should consider developing a bidder recommendation template for use by Engineering Consultants to document their assessment of bids and rationale for their award recommendation.	High	Q4 2018	<input checked="" type="checkbox"/> Complete	Prequalification for consultants is currently undertaken. Detailed bid analysis and recommendations are received by RMWB following bid evaluations.	Develop a bid recommendation template.	COMPLETE
	37	RMWB qualifies contractors for each project on a project by project basis. Although this can be effective, a more efficient method would be to use 'discipline based' qualification. This would involve qualifying a group of contractors for various scopes of work, such as road construction, underground utilities, structural steel, etc. This would reduce the time spent on each project deciding if the bidders were all qualified. New contractors could apply at any time (or a certain time of year annually) to be added to the list for their particular specialty or specialties.	High	Q4 2018	<input checked="" type="checkbox"/> Complete	The number of contractors available to qualify is limited and contractors' personnel changes frequently which may put the RMWB at risk of prequalifying a vendor who may not have the necessary skills year over year.	Engineering will consult with Procurement.	COMPLETE
	38	Recommendations for improving the change order process were also included in our Previous Report as follows:						
	38a	- Appropriate RMWB personnel should approve change orders using the Supply Change Management – Non-competitive Selection / Change Order Approval Form prior to the vendor commencing the work related to the change.	High	Q4 2018	<input checked="" type="checkbox"/> Complete	Change Orders require written approval, and approval through SAP, before going to SCM. Variability of projects and emergent needs sometimes requires timely action.	Review and revise the change order process to ensure oversight and timely decision making; train staff accordingly.	COMPLETE

Observations		Recommendations	Priority	Target Date	Progress	Management Observations	Management Response	Current Update - Q1 2019
Results of Phase 2 Project Reviews Continued	38b	- SCM and/or other authorities should not approve change orders if the work has already been completed. If the contractor completed the work prior to approval, SCM should return the Supply Change Management – Non-competitive Selection / Change Order Approval Form to the employee who initiated the change order request. The employee should be required to complete a request for approval for non-compliance with policies and SOPs (e.g. email or newly developed form) to facilitate payment of the contractor invoice related to the change order. This request should be forwarded for approval to an official with sufficient authority to approve payment and authorize non-compliance with policies and SOPs, while also addressing the non-compliance directly with the appropriate employee(s). RMWB may also want to consider whether disciplinary actions against employees who do not comply with RMWB SOPs is appropriate in addressing the concern over change orders not being approved prior to the work being completed by the contractor.	High	Q4 2018	<input checked="" type="checkbox"/> Complete	Change Orders require written approval, and approval through SAP, before going to SCM. Variability of projects and emergent needs sometimes requires timely action.	Review and revise the change order process to ensure oversight and timely decision making; train staff accordingly.	COMPLETE
	38c	SCM should document instances of non-compliance to determine their causes and undertake further root-cause analyses, while also providing regular summary reporting to the RMWB executive team for transparency and support in reducing the frequency of change orders being authorized after the work has been completed.	High	Q1 2019	<input checked="" type="checkbox"/> Complete	Change Orders require written approval and approval through SAP before going to SCM. Emergent issues sometimes require timelier turnaround. Therefore, charges can occur outside the process. By having a review of metrics by SCM, these occurrences will be monitored to ensure they do not become common practice.	Continuous review of metrics and change order process to ensure oversight and timely decision making; train staff accordingly.	COMPLETE
	38d	SCM should then develop and deliver formal training to RMWB employees on the change order process. The training should include information on key processes including required approvals and documentation.	High	Q1 2019	<input checked="" type="checkbox"/> Complete	Change Orders require written approval and approval through SAP before going to SCM. Emergent issues sometimes require timelier turnaround. Therefore, charges can occur outside the process. By having a review of metrics by SCM, these occurrences will be monitored to ensure they do not become common practice.	Continuous review of metrics and change order process to ensure oversight and timely decision making; train staff accordingly.	COMPLETE

# Competitive Procurement Internal Audit Action Plan – Q1 2019 Update

Presenters: Cindy Chiasson, Senior Manager – Procurement  
Matthew Hough, Director – Engineering  
Elsie Hutton, Director – Corporate and Community Services

Meeting Date: April 23, 2019

# Audit Action Plan – First Quarter 2019 Update

- 38 recommendations identified in Action Plan
- 33 recommendations implemented/completed
- 1 recommendation in progress
- 4 recommendations have portions completed with remaining in progress

# Focus on Four Key Findings

- Standard Operating Procedures (SOP) and training
- Mandatory requirements and evaluation criteria
- Increased transparency with contractors
- Capital project management processes



# Standard Operating Procedures (SOP) and Training

- Develop work plan and allocate resources to review and update Council Policy, Administrative Procedure and SOP
- Provide training to all employees involved in process with annual refresher training
- Establish process for compliance
- Provide formal training to Council on procurement related obligations under trade agreements

Proposed Target Date: Completion Q2 2018 – Q2 2019

# Q1 2019 Update - SOP and Training

- Procurement Policy – FIN-100 – approved by Council in February
- Public Sector Procurement Program (PSPP 301) staff training
- Refresher training scheduled for Council – May 2019

# Mandatory Requirements and Evaluation Criteria

- Checklist implementation to align with procedures
- Currently reviewing software packages for submissions and evaluation – supports centralized documentation and reporting
- Finalize Procurement Evaluation Handbook with training

Proposed Target Date: Completion Q4 2018 – Q1 2019

# Q1 2019 Update - Mandatory requirements and evaluation criteria

- First phase E-Procurement software implementation underway
- Communications strategy development underway

# Increased Transparency with Contractors

- Enhance information and resources available to contractors regarding opportunities and process
  - In collaboration with Economic Development to offer training for contractors and updated information on website
- Continue to post bids and awards on Alberta Purchasing Connection in a timely manner
- Increased dialogue with FMCA, Chamber of Commerce, NAABA

Proposed Target Date: Completion Q2 2018 – Q1 2019

# Q1 2019 Update - Increased Transparency with Contractors

- Presentations made to FMCA and NAABA in January
- Public sector and social procurement training planned for contractors - May

# Capital Project Management Processes

- Update the Project Management Manual
- Improve documentation and record keeping
- Provide training

Proposed Target Date: Completion Q1 2019



# Q1 2019 Update - Capital Project Management Processes

- Project Management Manual updated
- Record keeping improving with guidance of Records Management group
- Training provided and ongoing

# Social Procurement Update

- Procurement Policy FIN-100 approved
- Ongoing review of best practices
- Host information sessions on social procurement – May 2019
- Train staff on updated social procurement opportunities
- Incorporate social value opportunities in Request for Proposals and Request for Quotes, where applicable

# Next Steps

- Continuous improvement – better position now
- Refreshed approach to engaging with vendor community
- Formation of Contract Compliance Committee
- Refresher training on processes and procedures
- Reinforced approach to contract management
  - Focus on terms and conditions
  - Review of claims
  - Dedicated legal resources
- Recommend no further updates due to significant progress to date

# Questions?



## COUNCIL REPORT

Meeting Date: April 23, 2019

**Subject: Asset Management System Policy**

**APPROVALS:**

**Annette Antoniak**

\_\_\_\_\_  
Director

\_\_\_\_\_  
Chief Administrative Officer

**Recommended Motion:**

THAT the Asset Management System Policy OPE-030 dated April 23, 2019 be approved; and

THAT Administration proceed with taking the necessary actions to support and achieve the asset management strategies and priorities outlined in the service area Asset Management Plans (AMPs).

**Summary:**

The purpose of this report is to obtain formal approval from Council for the Asset Management System Policy. Such a Policy would provide direction to Administration to allocate resources to improve the management of Municipal assets that provide value, cost-effective, and sustainable services to current and future citizens of the region.

**Background:**

In 2016 a series of internal interview sessions were held to document current Municipal practices for managing infrastructure assets. The results were bench-marked against the standard of 'Basic Level' Asset Management as per the International Organization for Standardization, ISO 55001. The overall outcome was to identify specific areas to target improvements.

In 2017 Administration began the process of identifying asset management objectives that aligned with the Municipal Strategic Plan. These objectives will become part of an overarching Asset Management strategy.

Since 2017 Municipal departments have collected data on the infrastructure assets they manage. In the future, subsequent infrastructure status reports can be presented as dashboards so that changes in the overall state of infrastructure can be easily understood.

In December 2018, AMPs were completed for seven (7) service areas including

Transportation, Wastewater Treatment, Water Treatment, Facilities, Parks, Fleet and Transit, and Underground Services. These AMPs define the lifecycle strategies to manage assets over their whole lifecycle from acquisition, operations and maintenance, rehabilitation, replacement, to eventual retirement.

#### The Future:

Asset Management is an evolutionary process and it will take years to achieve an advanced level of asset management. It will require an integrated approach between every department in the organization. More than that, it will require much stakeholder consultation, deliberation, and agreement about the correct balance of services versus cost.

The Municipality must develop processes and performance indicators to measure, monitor and evaluate asset management activity and its outcomes on a regular basis to determine whether the objectives are being met successfully and to identify areas requiring corrective action or improvement. Reviews of performance will verify the continued appropriateness and effectiveness of the Asset Management System.

#### **Budget/Financial Implications:**

Operating budgets for 2020 forward may include funding requests for internal or external resources in support of implementation of the AMPs and the overall improvement of Asset Management practice in the Municipality.

Using external resources may be appropriate for asset management activities such as building an initial asset inventory or for condition and capacity assessments of assets or asset networks. However, it is vital that the Municipality support the development of internal capacity and capability, and to document corporate knowledge in processes and procedures.

#### **Rationale for Recommendation:**

The recommendation to formally approve the Asset Management System Policy will:

- Ensure a clearer line of sight between Council strategic priorities and service delivery;
- Increase the transparency and consistency associated with making investments in municipal infrastructure; and
- Ensure the sustainable delivery of quality, affordable services and programs to citizens

of the Municipality now and for the future.

#### **Strategic Priorities:**

Responsible Government

**Attachments:**

**1. Council Policy - Asset Management System - OPE-030**

**Asset Management System Policy Presentation**



# COUNCIL POLICY



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

Document Name: Asset Management System

Department Name: Engineering

Document Number: OPE-030

Effective Date: April 23, 2019

Next Revision Date: April 23, 2022

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## **STRATEGIC PLAN LINKAGE**

- Strategic Priority 1 – Responsible Government
- Strategic Priority 1d – Asset Management

## **PURPOSE AND OBJECTIVE**

The Regional Municipality of Wood Buffalo (the Municipality) relies on a large and diverse collection of Assets to deliver core and essential services to its communities. These Assets require responsible acquisition, operation, maintenance, rehabilitation, and eventual replacement and/or disposal.

Asset Management Systems enable effective control and governance of Assets to realize value through managing Risk and opportunity in addition to achieving the desired balance of cost, Risk, and performance. Systematic improvements in existing Asset Management practices maximize benefits, manage Risk, and provide satisfactory Levels of Service to the region in a sustainable, fiscally responsible manner.

The purpose of this Policy is to:

- provide leadership and commitment to ensuring a more comprehensive, systematic and integrated approach to Asset Management;
- ensure that the Asset Management System complements the strategic objectives of the Municipality, as well as other key business systems, legislation and regulations;
- guide Administration in carrying out the Municipality's long-term business strategies, Asset Management Plans, and current Asset Management activities; and
- deliver value to regional communities by effectively managing existing and new capital Assets.

## **GENERAL PRINCIPLES**

### **1. Definitions:**

- 1.1. The terms used in this Policy have the same meaning as given to them in the *Municipal Government Act*, R.S.A. 2000, c. M-26, as amended, unless noted otherwise for the purposes of this Asset Management System Policy.
- 1.2. “Annual Budgets” means the operating budget and capital budget adopted by Council in accordance with the *Municipal Government Act*.
- 1.3. “Asset” for the purposes of this Policy, means a tangible component (item, thing or entity) with an economic life greater than twelve (12) months that has potential or actual value to the Municipality and enables programs and services to be provided within the region.
- 1.4. “Asset Lifecycle Cost” involves estimating the total cost associated with an Asset over its entire service life. The phases of an Asset’s service life include concept, planning and design, purchase or construction, operation and maintenance, repair and renewal, and decommissioning or disposal.
- 1.5. “Asset Management” (AM) means the coordinated activities of an organization to realize best-value from Assets, and involves the balancing of costs, opportunities, and Risks against the desired performance of Assets to achieve organizational objectives.
- 1.6. “Asset Management Plan” (AM Plan) means the long-term plans that outline the Asset activities and programs for each municipal department and the resources used to provide a defined Level of Service in the most cost-effective way.
- 1.7. “Asset Management System” (AM System) describes a set of interrelated or interacting elements of the Municipality (including people, practices, processes and technology) whose function is to establish the AM Policy and identify the AM results to be achieved.
- 1.8. “Benefit-Cost Analysis” (BCA) is a decision-making technique that analyzes the expected balance of benefits and costs, including an account of any alternatives and of the status quo, to predict whether the benefits of a decision outweigh its costs, and by how much, relative to other alternatives.
- 1.9. “Level of Service” (LoS) means the specific attributes of the service that the Municipality intends to deliver from the customer point of view. LoS attributes provide the link between higher-level municipal priorities, AM Plans, and more detailed technical and operational objectives. These attributes – against which performance may be measured using key performance indicators such as customer service or technical performance – include, but are not limited to:
  - 1.9.1. affordability;
  - 1.9.2. reliability;
  - 1.9.3. quality;
  - 1.9.4. quantity;

- 1.9.5. responsiveness;
  - 1.9.6. safety; or
  - 1.9.7. environmental acceptability.
- 1.10. "Risk" means the potential of loss or gain of something of value to the Municipality. Values (i.e. services, environmental and community well-being, or financial wealth, etc.) can be gained or lost when taking Risk by acting or not acting in a certain situation.

## **2. Responsibilities:**

### **2.1. Council:**

- 2.1.1. Approve the Asset Management System Policy;
- 2.1.2. approve amendments to this Policy as required; and
- 2.1.3. have regard for the principles established in the AM System Policy during the review, evaluation, and approval of Annual Budgets.

### **2.2. Chief Administrative Officer:**

- 2.2.1. Make recommendations for amendments to this Policy;
- 2.2.2. support the implementation of the Asset Management System Policy; and
- 2.2.3. ensure that appropriate procedures are established to achieve the Municipality's Asset Management objectives.

### **2.3. Senior Leadership Team:**

- 2.3.1. Provide appropriate and timely support for this Policy in their departments;
- 2.3.2. generate solutions to organizational challenges related to the implementation of the AM System;
- 2.3.3. ensure consistency of AM System practices and processes across municipal departments; and
- 2.3.4. confirm the principles established in the AM System Policy during the development, review, evaluation, and subsequent recommendation of Annual Budgets for adoption by Council.

## **3. Asset Management System Structure:**

- 3.1. The AM System is a hierarchical relationship structure that begins with vision, mission, values, strategic priorities and policies established by Council. These priorities are then actioned through an overarching Strategic Asset Management Plan and organizational Asset Management objectives. From these, Asset Management Plans are developed that outline the Asset Management practices and activities for each service area. This relationship structure is shown in Figure 3.1.

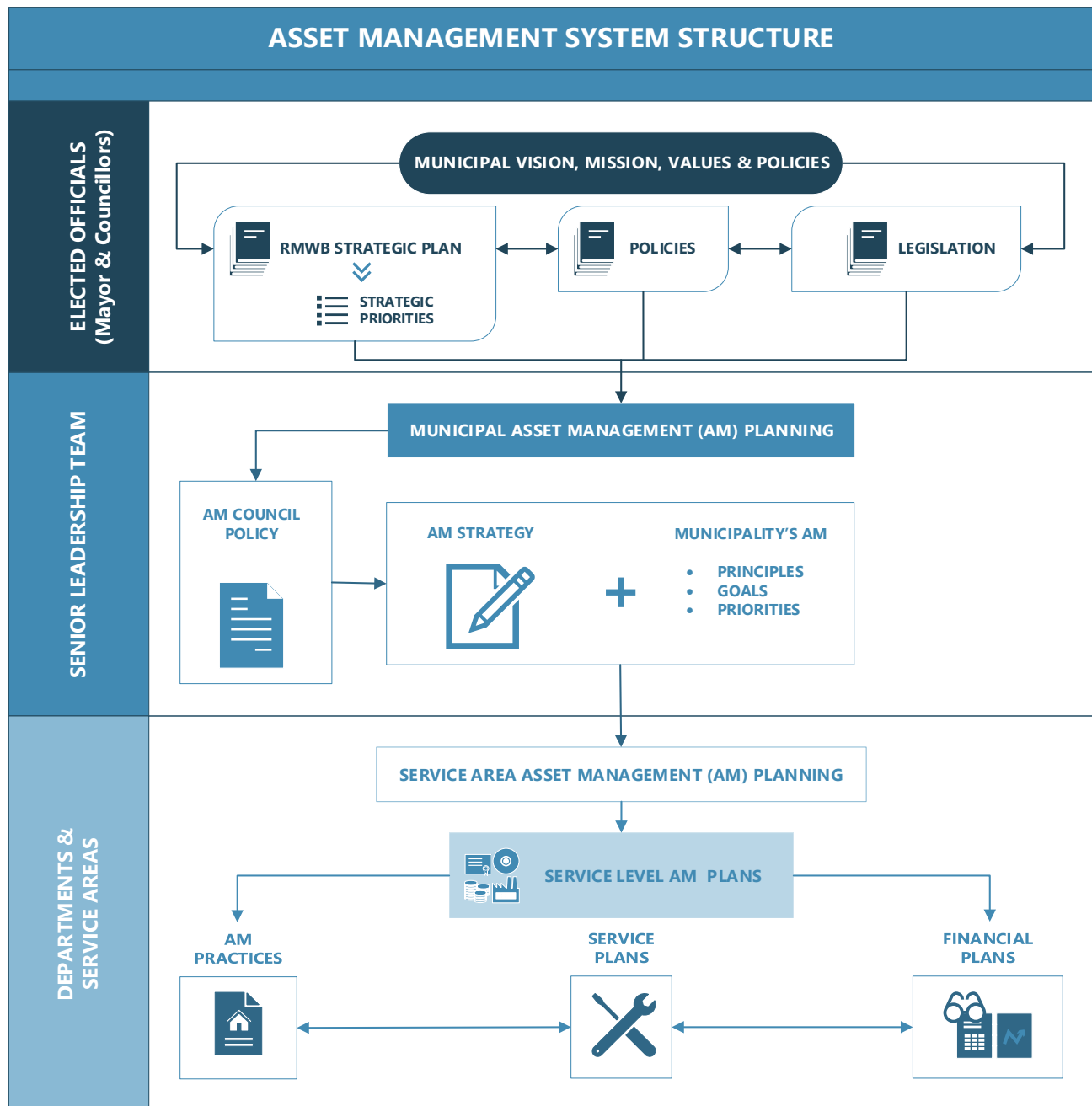


Figure 3.1.

#### 4. Asset Management System Scope:

- 4.1. This Policy applies to those departments within the Municipality that plan or manage Assets for the delivery of essential programs and services to the citizens of the RMWB.
- 4.2. The Municipality owns a wide-range of Asset types that support services and programs in the RMWB. This Policy applies to all municipally-owned Assets.

- 4.2.1. The figure below summarizes services provided and gives examples of municipally-owned Assets that support the delivery of programs and services.

ASSET TYPES SUPPORTING PROGRAMS & SERVICES		
Service Provided to Communities	Example of Asset Group	Examples of Asset Types
Transportation	Roads	pavements, bridges, sidewalks, traffic signals, street lighting, signs
	Fleet	buses, service vehicles, snow ploughs
Potable Water Supply	Water Infrastructure	pipes, valves, hydrants, pump stations
Waste Collection & Treatment	Sanitary Infrastructure	manholes, pipes, lift stations
	Solid Waste	bins
Storm Management	Drainage	ponds, outlets, culverts, ditches, catch basins
Open Space Recreation	Parks	playfields, playgrounds, trails
	Natural Assets	trees, shrubs, plants
Community & Municipal Facilities	Buildings	Jubilee Centre, MacDonald Island Park, Casman Centre, public works yards, fire halls, water treatment plants
	Art Collection	wall murals, paintings, sculptures
Emergency Response	Fleet	fire trucks, ambulances
Governance	IT Infrastructure	computers, photocopiers, communications

Figure 4.2.1.

- 4.3. The AM System incorporates best-practices through the application of internationally-recognized standards for Asset Management by aligning with the International Organization of Standardization (ISO) family of standards:

- 4.3.1. ISO 55000 – specifies the overview, concepts, and terminology in AM;
- 4.3.2. ISO 55001 – defines the requirements for an AM System; and
- 4.3.3. ISO 55002 – provides interpretation and implementation guidance for an AM System.

The ISO family of standards for Asset Management provides guidance to the Municipality – certification or completion of a conformity assessment will not be sought – to ensure LoS and that system quality is consistently improved.

- 4.4. The AM System complements and aligns with existing strategic priorities, business planning, financial management systems, and processes in place for the Municipality. Advocating an Asset-centred point of view supports municipal priorities whilst simultaneously reducing capital, operating, and support costs.

## 5. Asset Management System Principles:

The Municipality will undertake all Asset Management System activities utilizing the following principles:

### 5.1. Strategic Alignment

- 5.1.1. Alignment of AM System initiatives with municipal priorities determined by Council.
- 5.1.2. Ensure Asset Management principles are integrated into the Municipality's corporate objectives to provide a direct link to service delivery Asset requirements.
- 5.1.3. Consideration of how the Municipality's systems are interconnected and how decisions about one set of Assets may impact on other Assets or services under the direction of other municipal departments.
- 5.1.4. Review and update departmental AM Plans to ensure that they continue to further the achievement of AM System outcomes that are aligned with Council's strategic priorities.

### 5.2. Service Level Focused

- 5.2.1. Monitor service levels and standards to ensure that community needs and expectations for service delivery are understood by Administration and support Council's strategic priorities.
- 5.2.2. Understand the effects that stakeholder/customer needs and expectations have on Asset Management, including overall service delivery provision and prioritization of service delivery programs.



- 5.2.3. Engage stakeholders when appropriate to ensure their needs and expectations are considered as part of the decision-making process and establishment of LoS.

### **5.3. Risk-Based**

- 5.3.1. Management of Risk associated with providing LoS by taking a deliberate and structured approach to focusing resources, expenditures, and priorities using Risk assessments and corresponding Benefit-Cost Analysis that:
  - 5.3.1.1. review, monitor, and document municipal activities, procedures, and loss exposure;
  - 5.3.1.2. approach decisions by quantifying the benefits and costs – in monetary terms – of an Asset supporting programs and services as compared to the costs incurred over the life of the Asset; and
  - 5.3.1.3. recognizing that public safety is the priority.

### **5.4. Whole-Life Based**

- 5.4.1. Establish renewal and financing strategies using Asset Lifecycle Cost analysis to:
  - 5.4.1.1. evaluate options for the procurement of new Assets;
  - 5.4.1.2. support ongoing management decision-making throughout the life of the Asset;
  - 5.4.1.3. benchmark the cost performance of the Asset; and
  - 5.4.1.4. review the process for future design and acquisition decisions.

### **5.5. Sustainable**

- 5.5.1. Management of Assets so that the benefits of the services provided are available for future generations.
- 5.5.2. Promote sustainability through:
  - 5.5.2.1. planning maintenance and renewals to reflect current Asset consumption;
  - 5.5.2.2. evaluation of all methods to meet LoS demands, including non-Asset solutions; and
  - 5.5.2.3. implementation of demand management strategies to forecast, plan for, and manage the demand for Assets that support programs and services.

### **5.6. Continuous Improvement**

- 5.6.1. Commitment to the ongoing evaluation of the AM System implementation process and the design of the AM System itself with a focus on increasing its effectiveness, efficiency, and fulfillment of strategic priorities.

- 5.6.2. Establish processes for the ongoing monitoring and measuring of the Asset Management System to ensure suitability, adequacy, and effectiveness.

### **SUPPORTING REFERENCES AND POSITION RESPONSIBLE**

**Legal References:**

- *Municipal Government Act*, R.S.A. 2000, c. M-26, as amended

**Cross References:**

- Alternative Capital Financing Policy (FIN-170)
- Asset Management System – Assessing Condition, Criticality and Risk Administrative Procedure (OPE-030-P05)
- Asset Management System – Asset Management Maturity Index Administrative Procedure (OPE-030-P01)
- Asset Management System – Asset Register Administrative Procedure (OPE-030-P02)
- Asset Management System – Levels of Service Administrative Procedure (OPE-030-P04)
- Asset Management System – Performance Evaluation Administrative Procedure (OPE-030-P06)
- Asset Management System – Risk Management Administrative Procedure (OPE-030-P03)
- Capitalization Policy (FIN-040)
- Debt Management Policy (FIN-120)
- Disposal of Municipal Assets Administrative Procedure (PUR-020)
- Fiscal Responsibility Policy (FIN-160)
- Procurement Policy (FIN-100)
- Risk Management Administrative Procedure (ADM-190)

**Position Responsible for Procedure:** Director, Engineering Department

**APPROVAL**

This Policy was approved by Council. It will be reviewed not later than its next Revision Date to determine its effectiveness and appropriateness. It may be assessed before that time as necessary.

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Don Scott, Mayor

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Jade Brown, Chief Legislative Officer

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April 23, 2019

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Date

# Asset Management System Policy

Presenter: Matthew Hough, Director  
Department: Engineering  
Meeting Date: April 23, 2019

# Purpose for the Policy

6.4.b

- Provide leadership and commitment
- Ensure alignment with Municipal strategic objectives
- Guide Administration in carrying out long term business strategies
- Deliver valued services to regional communities

# AM System Structure

6.4.b



Attachment: Asset Management System Policy Presentation



# AM System Principles

- Strategic Alignment
- Service Level Focused
- Risk Based
- Whole-Life Based
- Sustainable
- Continuous Improvement

# Service Area AM Plans

6.4.b

- Transportation
- Fleet & Transit
- Parks
- Underground Services
- Water Treatment
- Wastewater Treatment
- Facilities

# Council Responsibilities for AM

6.4.b

- Approve the Asset Management System Policy
- Approve amendments to the Policy, and
- Consider the principles established in the Policy during the review and approval of annual budgets

# Questions?



## COUNCIL REPORT

Meeting Date: April 23, 2019

### **Subject: Regional Recreation Corporation Review**

#### **APPROVALS:**

**Annette Antoniak**

\_\_\_\_\_  
Director

\_\_\_\_\_  
Chief Administrative Officer

#### **Recommended Motion:**

THAT Administration undertake a third party review of the current shared services model and governance structure between the Municipality and the Regional Recreation Corporation (the "Corporation") to determine whether or not it is appropriately serving the needs of both the Municipality and the Corporation, and provide the findings of this review, including any recommendations for changes, to Council.

#### **Summary:**

At the April 9, 2019 Council Meeting, Mayor Don Scott served notice of his intent to bring forward the following motion for consideration at the April 23, 2019 Council Meeting:

THAT Administration undertake a third party review of the current shared services model and governance structure between the Municipality and the Regional Recreation Corporation (the "Corporation") to determine whether or not it is appropriately serving the needs of both the Municipality and the Corporation, and provide the findings of this review, including any recommendations for changes, to Council.

#### **Rationale for Recommendation:**

Pursuant to Procedure Bylaw 18/020, the motion is now before Council for consideration.

#### **Strategic Priorities:**

Responsible Government