



## Special Council Meeting

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

Tuesday, June 4, 2019  
4:00 PM

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### Agenda

1. **Call to Order**

2. **In-Camera Session**

2.1. Advice from Officials - Land Matter

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

2.2. Advice from Officials/Legal Matter

(in camera pursuant to sections 24(1) and 27(1) of the *Freedom of Information and Protection of Privacy Act*)

2.3. Advice from Officials - Committee Appointments

(in camera pursuant to sections 24(1) and 17(1) of the *Freedom of Information and Protection of Privacy Act*)

2.4. Advice from Officials - Chief Administrative Officer Update

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

3. **Consent Agenda**

3.1. Bylaw No. 19/013 - Repeal of Obsolete Bylaws

THAT Bylaw No. 19/013, being a bylaw to repeal obsolete, redundant and outdated bylaws, be read a first time.

3.2. Bylaw No. 19/014 - Land Use Bylaw Amendment – Redistricting Lands - Conklin Cemetery

THAT Bylaw No. 19/014, being a Land Use Bylaw Amendment to redistrict a portion of lots NE 31-76-7-4 and NW-32 76-7-4, and lot OT 76-7-4 from UE – Urban Expansion District to PS – Public Service District, be read a first time; and

THAT the required public hearing be held on July 8, 2019.

**4. Presentation and Business Arising**

**4.1. Wood Buffalo Economic Development Corporation**

Presentation: Gregg Sarestsky and Kevin Weidlich re: Request for Change to Articles of Association

2300 : Business Arising - Wood Buffalo Economic Development Corporation Articles of Association Amendment

THAT the Chief Administrative Officer be directed to exercise the Municipality's membership rights for the Wood Buffalo Economic Development Corporation by signing a written Special Resolution amending the Articles of Association to the version at Attachment 3.

**5. Unfinished Business**

**5.1. Indigenous Art Project**

THAT Administration work with the Public Art Committee to commission a local indigenous artist through open competition to create an art rendering that features the culture of Treaty 8 and reconciliation; and

THAT following completion of the art piece, it be placed in the Jubilee Centre Council Chamber as a reminder of the significance of Treaty 8 lands, its people and the importance of reconciliation; and

THAT this project be funded through the Public Art Reserve Fund per PRL-160 Municipal Public Art Policy.

**5.2. Fly-in Fly-out and Project Accommodations**

The task of increasing Industry's use of a locally based workforce will continue to require significant effort from many sectors in the region. For this to occur, all parties cannot afford to let this effort slide. While the RMWB will continue to lead this effort and dedicate resources to continue this work, Industry, contractors and the camp providers cannot afford to ignore this issue.

It is recommended that Council direct Administration in accordance with the below:

THAT Administration be directed to:

- a) Pursue commitments made by Industry signatories arising from the existing signed memoranda of understanding (MOUs).
- b) Continue to request signed memoranda from active oil sands producers.
- c) Work with Industry, contractors, camp providers and other partners to identify

- priority transportation infrastructure projects that would help improve highway safety and decrease the commute time from regional communities to oil sands projects. This would include retaining experts as required, in partnership with Industry. Once identified, all parties to work collaboratively to encourage provincial and federal funding.
- d) Work with Industry to conduct “Park and Ride” pilot projects that will support Industry projects north and south of Fort McMurray. This includes the expenditure of municipal funds to prepare sites for projects of this scale, once obtaining agreements for usage from Industry partners.
  - e) Encourage Industry to:
    - i. increase its use of Fort McMurray as a hub for its camp-based operations workforce
    - ii. incent its workforce to live in Fort McMurray while off-shift
    - iii. support travel to the job site via a “Park and Ride” or flights from the Fort McMurray International Airport and return home to Fort McMurray or other residential centres in the region at the end of their shift rotation.
  - f) Continue and expand the Regional Municipality of Wood Buffalo community engagement initiatives related to rotational workforce.
  - g) Implement MDP Policies R.1, 1.1, 1.3 and 1.4 by amending *Land Use Bylaw 99/059* (the “LUB”) to divide the definition of “Project Accommodation” into categories recognizing the distinction between “operational Project Accommodation” and “construction/turnaround activity Project Accommodation” and defining how a 75 km “moratorium distance” (or equivalency) may reasonably be implemented with respect to “operational Project Accommodation(s)”.
  - h) Encourage that all new discretionary use Project Accommodation (camp) applications be located within the “Consolidated Work Camp Area(s)” in proximity to Fort McKay and Conklin areas, as identified on the MDP’s “Regional Growth Concept” map.
  - i) Further explore opportunities for the Municipality to encourage increased local employment via grants or other non-tax related incentives.\*
  - j) Explore opportunities for the Municipality to provide financial incentives for Seniors to continue to stay, or relocate to, the region.
  - k) Along with Industry and other stakeholders, determine the baseline for reporting back to Council the progress of these initiatives to Council no later than December 10, 2019.

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\*Administration has received a legal opinion that the *Municipal Government Act (MGA)* has restrictions related to tax subsidies/exemptions/reductions that limit our ability to specifically incent oil sands workers to move to the RMWB.

## **Adjournment**



## COUNCIL REPORT

Meeting Date: June 4, 2019

### **Subject: Bylaw No. 19/013 - Repeal of Obsolete Bylaws**

#### **APPROVALS:**

**Annette Antoniak**

\_\_\_\_\_  
Director

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

#### **Recommended Motion:**

THAT Bylaw No. 19/013, being a bylaw to repeal obsolete, redundant and outdated bylaws, be read a first time.

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

The Regional Municipality of Wood Buffalo's bylaw database contains nearly 3,000 records, including bylaws from the former City of Fort McMurray, Ministerial and ID Orders from the former Improvement District and bylaws for the Regional Municipality of Wood Buffalo.

Legislation has changed dramatically over the years and the need for many of these bylaws and orders no longer exists. A comprehensive review of the bylaw database has identified more than 1200 bylaws as obsolete or redundant. These bylaws largely fall into one of four categories:

1. Bylaws that were created for a very specific purpose and once acted upon, have no further effect or are no longer required;
2. Bylaws that have been superceded by a change in overarching legislation or by another bylaw;
3. Bylaws that were created for a specific purpose or situation that no longer exists; or
4. Bylaws that were created for a specified time period, which has now elapsed.

Although obsolete, the noted bylaws are still considered active because they have never been repealed, which can create challenges from an enforcement perspective. Many of the bylaws contain provisions which are no longer reflective of the current environment or are inconsistent with other legislation or bylaws, which makes them unenforceable. Depending on the nature of the bylaw, there is risk that residents will be misinformed of their rights and obligations.



**Rationale for Recommendation:**

It is recommended that Council proceed with repealing all bylaws which have been identified as being obsolete or redundant. Doing so will greatly reduce the size of the bylaw database, thereby aiding in the identification of gaps and facilitating needed updates. Modernization will also provide greater clarity to both municipal staff and residents with respect to their rights and obligations

**Strategic Priorities:**

Responsible Government

**Attachments:****1. Bylaw No. 19/013**

**BYLAW NO. 19/013****A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO REPEAL INOPERATIVE, OBSOLETE, EXPIRED, SPENT AND INEFFECTIVE BYLAWS**

**WHEREAS** Section 7 of the *Municipal Government Act*, R.S.A. 2000, c.M-26, as amended, provides Council with the authority to pass bylaws for municipal purposes;

**AND WHEREAS** Section 63 of the *Municipal Government Act*, R.S.A. 2000, c.M-26, as amended, empowers a council of a municipality to pass a bylaw which omits or provides for the repeal of a bylaw or provision of a bylaw that is inoperative, obsolete, expired, spent or otherwise ineffective;

**AND WHEREAS** the Council of the Regional Municipality of Wood Buffalo wishes to repeal inoperative, obsolete, expired spent and ineffective bylaws;

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

1. All bylaws identified as inoperative, obsolete, expired, spent or ineffective, as described in Schedule A, attached hereto and forming part of this bylaw, are hereby repealed.
2. This bylaw is effective on the date 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 \_\_\_\_\_ day of \_\_\_\_\_, 2019.

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

\_\_\_\_\_  
Mayor

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

Attachment: 1. Bylaw No. 19/013 (Repealing of Obsolete Bylaws)

**Schedule A**  
**Inoperative, Obsolete, Expired, Spent and Ineffective Bylaws**

Bylaw #	Short Title	Date Passed
13	Mill Rate for 1947	16-Aug-47
14	Provision for Officer Dwellings, Police Offices and Lock-Up	25-Aug-47
15	Sale of Land to John Webb	26-Sep-47
17	Payment for Mayor & Councillors	10-Feb-48
22	Control of Loitering, Assembly Control, Obscene Language	12-Jul-48
23	Sale of Land to Mike Gagnon	26-Jul-48
24	Sale of Land to Helmer Danialson & Albert Riedel	26-Jul-48
25	Mill Rate for 1948	09-Aug-48
28	Appointment of Returning Officer & Deputy Returning Officers	30-Dec-48
29	Appointment of Returning Officer	31-Jan-49
32	Portion of Improvement Exempt from Taxes	07-Mar-49
31	Assessment of Personal Property	14-Mar-49
35	Appointment of Returning Officer	28-Mar-49
36	Grant to McMurray Skating Club	28-Mar-49
40	Grant to Local Girl Guides	30-May-49
42	Mill Rate for 1949	13-Jun-49
46	Minimum School Tax	27-Mar-50
47	Minimum Municipal Tax	27-Mar-50
48	Grant to British Canadian Legion (McMurray Branch #165)	26-Jun-50
49	Mill Rate for 1950	31-Jul-50
50	Mill Rate for 1951	11-Jun-51
51	Control of type of traffic on bridges	14-Apr-52
52	Mill Rate for 1952	26-May-52
54	Grant to Girl Guides/Boy Scouts	24-Nov-52
56	Control of tractors with lugs and building movement	08-Jun-53
58	Sale of Power Plant to McMurray Light & Power Co. Ltd.	15-Jun-53
59	Mill Rate for 1953	29-Jun-53
61	Appointment of Returning Officer	28-Sep-53
63	Sale of Land to George Golosky	28-Dec-53
65	Mill Rate for 1954	12-Jul-54
68	Grant to Boy Scouts	09-May-55
71	Mill Rate for 1955	27-Jun-55
75	Grant to Girl Guides	14-May-56
77	Mill Rate for 1956	25-Jun-56
78	Sale of Land to Edward Cooper	31-Jul-56
79	Purchase of New Panel Truck	14-Aug-56
84	Grant to Mrs. Taralson's Childrens Home	12-Mar-57
86	Grant to Margaret Reiss	26-Mar-57
83	Discount of Taxes on River Lot 21	09-Apr-57
87	Sale of Land to William Morron	25-Apr-57
89	Grant to Canadian Mental Health Association	30-Apr-57

Bylaw #	Short Title	Date Passed
90	Purchase of Fire Fighting Equipment	27-May-57
91	Mill Rate for 1957	12-Aug-57
97	Prevention & Extinguishment of Fires	10-Mar-58
100	Mill Rate for 1958	19-Jun-58
99	Declaration of Civic Holiday – August 4, 1958	28-Jul-58
102	Adoption of 1958 Tax Roll	27-Oct-58
103	Grant to Local Junior Youth Association	15-Jan-59
107	Temporary Borrowing Bylaw - \$11,000 at 5.5%	11-May-59
110	Mill Rate for 1959	22-Jul-59
111	Declaration of Civic Holiday – August 22, 1959	10-Aug-59
112	Amending Declaration of Civic Holiday – August 24, 1959	18-Aug-59
113	Grant to British Canadian Legion	14-Sep-59
114	Grant to Chamber of Commerce	14-Sep-59
115	Mill Rate for Businesses	26-Oct-59
118	Adoption of 1959 Tax Roll	26-Oct-59
119	Temporary Borrowing Bylaw - \$17,500 at 6%	30-Nov-59
121	Purchase of Property for Street- Part of River Lot 9, McMurray; Lots 31-34, Block 28, Plan 7904AS, Lots 3-7, Block 29, Plan 7904AS; Lot 2, Block 29, Plan 7904AS	11-Jan-60
131	Declaration of Civic Holiday – August 1, 1960	25-Jul-60
132	Mill Rate for 1960	25-Jul-60
133	Purchase of Grader	26-Sep-60
134	Adoption of 1960 Tax Roll	31-Oct-60
135	Mill Rate for Businesses – 1960	31-Oct-60
136	Purchase of Land for Town Garage and Storage	31-Oct-60
137	Purchase of Police Car	11-Jan-61
150	Provision for Publicity of Minutes	26-Jan-61
139	Grant to Alberta Heart Foundation	08-Feb-61
140	Provision for Entertainment of Guest	29-Mar-61
144	Grant to CNIB	31-May-61
146	Purchase of Land for Recreational Facility – Block Y, Plan 4243AX	31-May-61
147	Purchase of Land for Sand and Gravel Pit	31-May-61
148	Grant to McMurray-Waterways Ball Club	14-Jun-61
151	Declaration of Civic Holiday – August 7, 1961	05-Jul-61
152	Mill Rate for 1961	19-Jul-61
154	Grant to St. John Ambulance	09-Aug-61
155	Grant to Waterways Womens' Community Club	09-Aug-61
156	Cancellation of Taxes – Lots 24 & 25, Block 10, Plan 616AO	30-Aug-61
153	Sale of Land to Maurice Doncause – Lot 17, Block 14, Plan 616AO	27-Sep-61
158	Cancellation of Taxes – Lot 20, Block 14, Plan 616AO	11-Oct-61
159	Establishment of Recreational Centre	29-Nov-61
160	Mill Rate for Businesses - 1961	27-Dec-61
161	Provision for Grant to Medical Practitioner moving to Fort McMurray	16-Feb-62
165	Discount on Current Taxes	11-Apr-62

Bylaw #	Short Title	Date Passed
166	Grant to Chamber of Commerce	11-Apr-62
167	Grant to Beulah Home	11-Apr-62
168	Grant to CNIB	11-Apr-62
169	Grant to Canadian Mental Health Association	11-Apr-62
170	Local Tax Arrears Consolidation	30-Apr-62
163	Sale of Land to Josephine Morriers – Lot 1, Block 14, Plan 3969ET	28-May-62
173	Noxious Weed & Grass Control	11-Jun-62
174	Declaration of Civic Holiday – August 6, 1962	25-Jun-62
175	Temporary Borrowing Bylaw - \$12,000 at 6%	09-Jul-62
176	Mill Rate for 1962	30-Jul-62
177	Provision for Health Officer	30-Jul-62
179	Grant to St. John Ambulance	13-Aug-62
178	Provision for Payment of Tax Arrears	27-Aug-62
182	Cancellation of Taxes – Lots 19-21, Block 4, Plan 616AO	24-Sep-62
183	Cancellation of Business Taxes – Lot 10, Block 14, Plan 616AO	09-Oct-62
186	Cancellation of Taxes – SE ¼ 10-89-9-W4M	12-Nov-62
187	Cancellation of Tax Arrears no Longer Collectible	10-Dec-62
188	Cancellation of Taxes Arrears no longer Collectible (Municipal Affairs Land)	10-Dec-62
189	Purchase of Land for Sewage Lagoon – SW ¼ -11-89-9-@4M and NW ¼ 2-89-9-W4M	14-Dec-62
205	Provision for Entertainment of Guest	10-Jan-63
190	Grant to Chamber of Commerce	28-Jan-63
193	Purchase of Land for Building Subdivision – 10-89-9-W4M	25-Feb-63
195	Appointment of Returning Officer	28-Feb-63
196	Grant to Beulah House	04-Mar-63
197	Grant to Alberta Heart Foundation	04-Mar-63
191	Sale of Land to Albert Mitchell – Lot 2, Block 14, Plan 3969ET	04-Apr-63
192	Sale of Land to William Mitchell – Lot 3, Block 14, Plan 3969ET	04-Apr-63
198	Purchase of Land – 10-89-9-W4M	29-Apr-63
180	Debenture – Sewer & Sewage Disposal System	10-May-63
181	Debenture – Water Supply	10-May-63
201	Grant to St. John Ambulance	27-May-63
202	Grant to Canadian Mental Health Association	27-May-63
203	Purchase of Land for Sewage Lagoon – SW ¼ 11-89-9-W4M	27-May-63
207	Declaration of Civic Holiday – August 5, 12963	15-Jul-63
208	Mill Rate for 1963	15-Jul-63
185	Adoption of 1962 Tax Roll	06-Aug-63
211	Adoption of 1963 Tax Roll	06-Aug-63
212	Provision for Grant to Medical Practitioner moving to Fort McMurray	19-Aug-63
209	Sale of Land to Peter Malcolm – Lot 8, Block 15, Plan 3969ET	03-Sep-63
214	Lease of Land for Well Site – SE ¼ 10-89-9-W4M	07-Oct-63
215	Purchase of Land for Water Supply Line & Sewage Outfall – SE ¼ 10-89-9-W4M	07-Oct-63

Bylaw #	Short Title	Date Passed
210	Sale of Land to Rollo Goodwin – Lot 6, Block 14, Plan 3969ET	23-Oct-63
219	Partial Refund of Taxes – Pt. 10-89-9-W4M	18-Nov-63
220	Partial Refund of Taxes – Lot 19, Block 10, Plan 616AO	18-Nov-63
223	Partial Cancellation of Tax Levy – Lots 22-23, Block 4, Plan 616AO	03-Feb-64
224	Appointment of Returning Officer	17-Feb-64
226	Grant to CNIB	06-Apr-64
229	Grant to Canadian Mental Health Association	20-Apr-64
230	Authorization for 1964 Census	04-May-64
231	Partial Cancellation of Tax Levy – G.J. Ross	04-May-64
232	Partial Cancellation of Tax Levy – Lots 19-20, Block 7, Plan 616AO	01-Jun-64
233	Debenture – Special Frontage Assessment – Water Distribution System	01-Jun-64
234	Debenture – Special Frontage Assessment – Sewer & Sewage Disposal System	01-Jun-64
236	Purchase of Land for Resale as Building Site	15-Jun-64
237	Temporary Borrowing Bylaw - \$2,000 at 5.75%	15-Jun-64
238	Declaration of Civic Holiday – August 3, 1964	06-Jul-64
221	Sale of Land to Colin Liard – Lots 3 & 4, Block 1, Plan 198AS	15-Jul-64
239	Purchase of Fire Truck from Gunnar Mining Ltd.	04-Aug-64
240	Temporary Borrowing Bylaw - \$40,000 at 5.75%	18-Aug-64
241	Adoption of 1964 Tax Roll	19-Aug-64
242	Mill Rate for 1964	21-Oct-64
243	Grant to Chamber of Commerce	10-Nov-64
245	Debenture – Water & Sewer Mains and Lift Stations	10-Nov-64
247	Provision for Entertainment of Guest – Dr. Ross & Party	30-Nov-64
249	Partial Cancellation of Tax Levy – Pt. River Lot 2, McMurray Settlement	05-Jan-65
252	Authorization for 1965 Census	05-Jan-65
253	Purchase of Land for Park	05-Jan-65
251	Purchase of Dump Truck with Box and Hoist	25-Jan-65
256	Grant to Various Organizations – St. John Ambulance, Canadian Mental Health Association, CNIB, Alberta Heart Foundation, Muscular Dystrophy	08-Feb-65
254	Partial Refund of Business Tax Levy – Bank of Nova Scotia	22-Feb-65
255	Partial Refund of Tax Levy	22-Feb-65
257	Temporary Borrowing Bylaw - \$50,000 at 5.75%	23-Feb-65
250	Purchase of Fire Truck	29-Mar-65
261	Drilling well for extending water and sewer	07-May-65
263	Ban on Loads over 8000 pounds	07-May-65
264	Water Meter Purchase	07-May-65
266	Provision for Entertainment of Guest	07-May-65
267	Mill Rate for 1965	31-May-65
270	Water meters	14-Jun-65
275	Adoption of 1965 Tax Roll	23-Aug-65
274	Debenture – Nurse's Residence and Office	28-Sep-65
280	Debenture – Development of Residential Subdivision	29-Sep-65
276	Sale of Land to Frank & Nellie Carter – Lots 3-4, Block 8, Plan 6344AY	01-Oct-65

Bylaw #	Short Title	Date Passed
281	Purchase of Patrol Car	10-Nov-65
277	Provision for Centennial Project	30-Nov-65
289	Grant to Chamber of Commerce	15-Dec-65
293	Assessment Discount – Land held for Development	16-Dec-65
295	Purchase of Land for Civic Centre – Lot A, Block 12, Plan 616AO	05-Jan-66
278	Debenture – Ice Arena	12-Jan-66
291	Purchase of Water Softener	12-Jan-66
292	Purchase of Truck	12-Jan-66
279	Debenture – Fire Fighting Equipment	26-Jan-66
293A	Purchase of Land – Lots 8-11, Block 8, Plan 7518AK	26-Jan-66
296	Purchase of Land – Block X, Plan 7518AK	26-Jan-66
296A	Authorization to Sell Subdivision Land – Pt. Block X, Plan 7518AK	26-Jan-66
273	Debenture – Storage Reservoir and Closed Reservoir	27-Jan-66
297	Purchase of Police Car	27-Jan-66
303	Purchase of Water Meters	01-Mar-66
304	Temporary Borrowing Bylaw - \$100,000 for Open Water Reservoir	01-Mar-66
298	Debenture – Athabasca Water Intake	14-Mar-66
299	Debenture – Water Treatment Plant	14-Mar-66
300	Debenture – Elevated Water Storage Reservoir	14-Mar-66
301	Debenture – Causeway	14-Mar-66
306	Grant to Chamber of Commerce	22-Mar-66
262	Fixation of Uniform Rates for Water and Sewer Local Improvement Projects 1964-1967	18-Apr-66
307	Purchase of Land – River Lot 27	18-Apr-66
308	Purchase of Land – Lots 19-21, Block 5, Plan 616AO	18-Apr-66
311	Purchase of Land – Drainage Ditch to Water Treatment Plant – SE ¼-10-89-9-W4M	02-May-66
312	Purchase of Land for Building Site – River Lot 26	02-May-66
314	Provision for Entertainment of Guest	03-May-66
315	Repeal Bicycle Bylaw	30-May-66
287	Refunding Portion of Tax Levy – Lots 12-13, Block 10, Plan 616AO	31-May-66
302	Debenture – King Street West Access Road	31-May-66
316	Temporary Borrowing Bylaw - \$100,000 at 6%	31-May-66
329	Mill Rate for 1966	30-Jun-66
330	Uniform Rate for Storm Sewers – 1966-1967	30-Jun-66
331	Debenture – Causeway	30-Jun-66
332	Temporary Borrowing Bylaw - \$200,000 for Causeway	30-Jun-66
333	Temporary Borrowing Bylaw - \$200,000 for Water Treatment Plant	30-Jun-66
338	Adoption of 1966 Tax Roll	02-Aug-66
318	Debenture – Extending of Water and Sewer System	15-Aug-66
319	Debenture – Special Local Benefit Assessment for Storm Sewer System “A”	15-Aug-66
320	Debenture – King Street West Access Road	15-Aug-66

Bylaw #	Short Title	Date Passed
321	Debenture – Special Local Benefit Assessment for Storm Sewer System “B”	15-Aug-66
322	Debenture – Special Local Benefit Assessment for Storm Sewer System “C”	15-Aug-66
323	Debenture – Special Local Benefit Assessment for Storm Sewer System “D”	15-Aug-66
324	Debenture – Queen Street West Access Road	15-Aug-66
325	Debenture – Road Construction	15-Aug-66
326	Debenture – King Street Access Road	15-Aug-66
336	Debenture – Public Works Building and Firehall	15-Aug-66
340	Sale of Residential Building	04-Oct-66
339	Local Improvement - Sidewalk Construction	17-Oct-66
343	Purchase of Air Compressor	17-Oct-66
342	Debenture – Civic Centre	21-Oct-66
346	Purchase of Land – Lots 30 & 31, Block 27, Plan 7904AS, with building & contents	02-Nov-66
345	Office Furniture	07-Nov-66
310	Debenture – Public Hearings	08-Nov-66
334	Sale of Old Skating Rink to Ski Club	08-Nov-66
344	Debenture – Relocate Water Line	21-Nov-66
350	Purchase of Land – Lot C, Plan 3595NY; Lots 1-15, 18-34, Block 3, Plan 1434AT	21-Nov-66
349	Debenture – Development of Residential Properties	05-Dec-66
355	Provision for Entertainment of Guest	23-Feb-67
357	Purchase of Truck	30-Mar-67
363	Temporary Borrowing Bylaw - \$200,000 at 6%	30-Mar-67
364	Mill Rate for 1967	11-May-67
358	Debenture – Development of Residential Properties	25-May-67
359	Local Improvement - Water Distribution System Extension	25-May-67
360	Local Improvement - Sewerage System	25-May-67
362	Debenture – Storm Sewer Extension	25-May-67
374	Refund Portion of Tax Levy – W ½ Block X, Plan 616AO	22-Jun-67
375	Debenture – Clearing and Grading of Roads, Provision of Sidewalks – River Lot 19	14-Jul-67
354	Purchase of Land – River Lot 18 & 19 for resale as Building Site	17-Aug-67
361	Debenture – Development of River Lot 19	17-Aug-67
367	Purchase of Truck/Garbage Packer	17-Aug-67
368	Debenture – Furniture, Equipment & Works	17-Aug-67
369	Debenture – Asphalt base on Main Streets	17-Aug-67
370	Debenture – Waterworks Materials and Looping Extension Lines	17-Aug-67
371	Debenture – Purchase of Half-ton Truck and Grader	17-Aug-67
378	Adoption of 1967 Tax Roll	17-Aug-67
379	Sale of Land to John Sharke – Lot 2, Block 5, Plan 3969ET	31-Aug-67
381	Plebiscite re: Fluoridation	14-Sep-67



Bylaw #	Short Title	Date Passed
382	Appointment of Returning Officer	14-Sep-67
383	Purchase of Curling Rink	28-Sep-67
380	Fluoridation of Water	26-Oct-67
393	Frontage Tax Levy	08-Feb-68
395	Provision for Secretary/Manager and Assistant Secretary/Manager	22-Feb-68
398	Temporary Borrowing Bylaw - \$250,000 for Bylaws 298, 299, 300, 301, 331 and 386	22-Feb-68
399	Sale of Subdivided Land – Birch Grove – Plan 5304NY	14-Mar-68
390	Purchase of Land – Lots 4-14, excluding Lot 7, Block 5, Lots 1-3 & 26-27, Block 2, Plan 5304NY	28-Mar-68
397	Local Improvement Tax Levy – Levy on a Frontage Basis for Bylaws 359, 360, 362 and 375	28-Mar-68
402	Purchase of Land for Subdivision and Resale	09-May-68
408	Order to Rectify Nuisance – Lots 20 & 21, Block 14, Plan 616AO	09-May-68
384	Debenture – Curling Rink	25-Jul-68
386	Debenture – Relocate Water Line	25-Jul-68
411	Temporary Borrowing Bylaw - \$200,000 at 7%	25-Jul-68
412	Debenture – Fire Fighting Equipment	25-Jul-68
417	Expansion of Water Treatment Plant	08-Aug-68
419	Addition to Arena	22-Aug-68
420A	Adoption of 1968 Assessment Roll	22-Aug-68
423	Purchase of Land for Recreational Use	23-Oct-68
466	Purchase of Land for Sewage Lagoon	15-Dec-68
422	Purchase of Tax Recovery Land	17-Dec-68
428	Mill Rate for 1968	17-Dec-68
429	Waterworks, Sewer & Plumbing Control	17-Dec-68
429	Waterworks, Sewer & Plumbing Control	17-Dec-68
432	Tax Arrears for Estate of D. Zimmer	17-Dec-68
431	Temporary Borrowing Bylaw - \$200,000	18-Dec-68
434	Temporary Borrowing Bylaw - \$500,000 at 7%	21-Jan-69
435	Debenture	04-Jun-69
439	Debenture – Waterways Waterworks Extension	18-Jun-69
440	Debenture – Single Family Residence	18-Jun-69
441	Adoption of National Fire Code	18-Jun-69
443	Adoption of 1968 Tax Roll	09-Jul-69
442	Mill Rate for 1969	23-Jul-69
448	Debenture – Sanitary Sewer Treatment Facility	08-Oct-69
449	Debenture - Special Frontage Assessment – Curbs & Gutters	08-Oct-69
450	Debenture – Special Frontage Assessment – Pavement	08-Oct-69
451	Debenture – Special Frontage Assessment - Underground Wiring	08-Oct-69
452	Debenture – Special Frontage Assessment – Curbs & Gutters	08-Oct-69
454	Debenture Amendment – Water Intake in Athabasca	08-Oct-69
455	Debenture Amendment – Water Treatment Plant	08-Oct-69
456	Debenture Amendment – Elevated Water Storage Reservoir	08-Oct-69

Bylaw #	Short Title	Date Passed
457	Debenture Amendment – Causeway	08-Oct-69
458	Debenture Amendment – Causeway	08-Oct-69
460	Debenture – Channel Diversion and Bridge Approach at Saline Creek	08-Oct-69
464	Purchase of Land for Recreational Facilities – Lots 1-29, Block 27, Plan 7904AS	03-Nov-69
463	Debenture – Chemical Feeders and Filter Media	17-Nov-69
467	Temporary Borrowing Bylaw – Capital Expenditures	18-Nov-69
470	Temporary Borrowing Bylaw – Dental Equipment	01-Dec-69
465	Purchase of Land for Recreational Facilities – Lots 14, 16-18, 29, 32-33, Block 27 and Lots 14-15, 22-23, Block 28, Plan 7904	15-Dec-69
474	Temporary Borrowing Bylaw - \$575,000 at 8.5%	19-Jan-70
478	Expropriation of Land for Recreation Facility Expansion	23-Mar-70
479	Expropriation of Land for Recreation Facility Expansion	23-Mar-70
482	Repealing of Temporary Borrowing Bylaw for Looping Water Main	07-Apr-70
484	Purchase of Grader	04-May-70
485	Equipping Dental Office	04-May-70
483	Debenture – Extending and Looping Water System	20-May-70
486	Mill Rate for 1970	17-Jun-70
492	Debenture Amendment	29-Jul-70
493	Debenture Amendment – Waterways Waterworks Extension	29-Jul-70
494	Debenture Amendment – Single Family Residence	29-Jul-70
495	Repealing of Temporary Borrowing Bylaw - \$33,000 for Looping Water Main	29-Jul-70
496	Adoption of 1970 Tax Roll	19-Aug-70
491	Debenture – Covered Swimming Pool	02-Sep-70
488	Debenture – Special Frontage Assessment – Sidewalks, Curbs, Gutters, Paving	21-Sep-70
498	Debenture – 4-unit Housing Project	23-Sep-70
497	Debenture – Repayment of Advances	21-Oct-70
500	Debenture – Purchase of Land for Development	21-Oct-70
499	Road Closure Bylaw	03-Nov-70
489	Debenture – Watermain Extension and Service Connections	24-Nov-70
490	Debenture – Sewer Main Extension and Service Connections	24-Nov-70
503	Grant to Minor Hockey League/Kinsmen Club/Horse & Rodeo Association	15-Dec-70
505	Assessment of Land held for Development	31-Dec-70
506	Purchase of Land for Subdivision	30-Mar-71
507	Temporary Borrowing Bylaw - \$300,000 at 8.5%	06-Apr-71
508	Special Frontage Assessment – Sewer & Sewage Disposal System	27-Apr-71
509	Special Frontage Assessment – Frontage for Water Supply System	27-Apr-71
512	Grant to Community Activities Committee	11-May-71
511	Mill Rate for 1971	25-May-71
515	Debenture – Extending Waterworks to Connect with Waterways	22-Jun-71

Bylaw #	Short Title	Date Passed
516	Debenture – Special Frontage Assessment – Sidewalks, Curbs, Gutters & Paving	22-Jun-71
518	Grant to Bantam Hockey Champion Jackets	22-Jun-71
520	Grant to Cosmopolitan Club	22-Jun-71
521	Adoption of 1971 Tax Roll	13-Jul-71
522	Refund of Taxes – Lot 3, Block 1, Plan 3963ET	13-Jul-71
523	Road Closure Bylaw – Block 1, Plan 1268NY	13-Jul-71
524	Elimination of Voters' List	22-Jul-71
528	Grant to Kinsmen Club	24-Aug-71
527	Debenture – Artificial Ice Plant, Cement Floor Arena and Curling Rink	28-Sep-71
530	Cancellation of Arrears	12-Oct-71
531	Grant to Chamber of Commerce	02-Nov-71
538	Road Closure Bylaw - Block 15, Plan 616AO, abutting Lots 1-4 and 22-25	08-Feb-72
514	Road Closure Bylaw – Part of RL 11	22-Feb-72
540	Temporary Borrowing Bylaw - \$500,000 at 7%	22-Feb-72
534	Debenture – Interceptor Sewer Main Extension	28-Mar-72
535	Debenture – Paving of Waterways Road	28-Mar-72
542	Mill Rate for 1972	25-Apr-72
536	Debenture – Preliminary Engineering, Geotechnical Investigation, Topographic, Mapping, Coordinate Base System	11-Jul-72
547	Debenture – Special Frontage Assessment – Waterworks System Extension	15-Aug-72
548	Debenture – Special Frontage Assessment – Domestic Sewer System Extension	15-Aug-72
549	Debenture – Special Frontage Assessment – Storm Sewer System	15-Aug-72
552	Grant to Kinsmen Club	15-Aug-72
554	Adoption of 1972 Tax Roll	22-Aug-72
553	Road Closure Bylaw – Plan 7518AK, Block 8, Lots 1-7 and 12-18	12-Sep-72
556	Supplementary Improvement Assessment	19-Sep-72
568	Debenture – Trunk Force Main and Lift Station	19-Dec-72
573	Grant to Chamber of Commerce	23-Jan-73
557	Purchase of Land	06-Mar-73
558	Purchase of Land – Lots 4 & 30, Block 28, Plan 7904AS	06-Mar-73
576	Debenture – Water Storage Reservoir, Upgrading Treatment Plant, Construction of Feeder Main	03-Apr-73
577	Debenture – Street Improvement Programs	10-Apr-73
584	Grant to Fort McMurray Minor Hockey	01-May-73
588	Adoption of 1973 Tax Roll	15-May-73
582	Mill Rate for 1973	29-May-73
592	Grant to Kinsmen Club	10-Jul-73
600	Temporary Borrowing Bylaw - \$990,000 at 8%	02-Oct-73
593	Road Closure Bylaw – Lot 17, Block 6, Plan 616AO	23-Oct-73
603	Off-Site Levy Bylaw	13-Nov-73
606	Authorize Water Supply Main Construction	27-Nov-73

Bylaw #	Short Title	Date Passed
601	Debenture – Extension to Water Supply and Treatment	08-Jan-74
604	Road Closure Bylaw – River Lot 21 – Clearwater Drive	12-Mar-74
611	Provision for Discounts on Prepayment of Taxes	12-Mar-74
613	Temporary Borrowing Bylaw - \$500,000 at 9.5%	25-Mar-74
610	Off-Site Levy Bylaw – Levies on Undeveloped land owned by AHC	26-Mar-74
598	Debenture – Sanitary Outfall Main and Lagoon	23-Apr-74
599	Debenture – Sanitary Sewer Outfall Main	23-Apr-74
602	Debenture – Fire Hall	23-Apr-74
617	Debenture – Refinancing of Capital Debt	28-May-74
590	Road Closure – NTCL Yards	25-Jun-74
616	Road Closure Bylaw – King Street	09-Jul-74
619	Road Closure Bylaw – Highway 63 – Tolen Drive	20-Aug-74
620	Mill Rate for 1974	20-Aug-74
627	Provision for Numbering Streets, Avenues and Houses	20-Aug-74
628	Adoption of 1974 Tax Roll	20-Aug-74
630	Road Closure Bylaw Amendment – Lot 17, Block 6, Plan 616AO	27-Aug-74
626	Debenture Amendment – Fire Hall	10-Sep-74
618	Debenture – Fire Hall	15-Oct-74
642	Temporary Borrowing Bylaw - \$1,900,000 at 11.5%	15-Oct-74
631	Debenture – MacDonald Island Recreation Centre	22-Oct-74
632	Debenture – Traffic Control Lights	22-Oct-74
633	Debenture – Fire Equipment	22-Oct-74
634	Debenture – Sanitary Landfill	22-Oct-74
635	Debenture – Water Treatment Plant	22-Oct-74
636	Debenture – Public Works Improvements	22-Oct-74
637	Debenture – Purchase of Serviced Mobile Home Lots	22-Oct-74
648	Registration of Mobile Homes	12-Nov-74
652	Levies on Land Owned by A.R.C.L.	10-Dec-74
638	Zoning Bylaw	14-Jan-75
641	Road Closure Bylaw – RL 34-35 – Thickwood Heights Area	14-Jan-75
705	Temporary Borrowing Bylaw - \$500,000 at Current Rate	24-Feb-75
644	Road Closure Bylaw – Fitzgerald, Marshall, King, Donovan	25-Feb-75
643	Road Closure Bylaw – Royal Bank	11-Mar-75
656	Temporary Borrowing Bylaw - \$1,000,000 at Current Rate	11-Mar-75
659	Amendment to Levies on Undeveloped Land Owned by AHC	08-Apr-75
651	Debenture – Sewer System Extensions and Enlargement of Pumping	22-Apr-75
662	Debenture Amendment – Fire Hall	20-May-75
657	Debenture – Water Storage reservoir, Upgrading Water Treatment Plant, Construction of Feeder Main	15-Jul-75
664	Debenture – Sanitary Sewage Disposal Programme 1975/76	29-Jul-75
668	Mill Rate for 1975	16-Sep-75
658	Debenture – Central Area Trunk Sanitary Sewer, East Trunk Sanitary Sewer, Temporary Booster Station	23-Sep-75

Bylaw #	Short Title	Date Passed
691	Debenture Amendment – Sewer System Extensions and Enlargement of Pumping	21-Oct-75
673	Debenture – Garbage Packers	28-Oct-75
676	Debenture – Grader	28-Oct-75
677	Debenture – Traxcavator	28-Oct-75
679	Debenture – Fire Halls 2 & 3	28-Oct-75
683	Debenture – Annex III	28-Oct-75
687	Debenture – Fire Equipment	28-Oct-75
669	Road Closure Bylaw – Silver Springs – Thickwood	18-Nov-75
666	Debenture – Storm Sewer on Hardin Street and Clearwater Court	02-Dec-75
699	Temporary Borrowing Bylaw - \$2,050,000 at Current Rate	16-Dec-75
672	Debenture – Traffic Control Lights	06-Jan-76
675	Debenture – School Grounds at Peter Pond and St. John's Schools	06-Jan-76
700	Debenture Amendment – Water Storage Reservoir, Upgrading Treatment Plant, Construction of Feeder Main	13-Jan-76
686	Debenture – Upgrading Water System	10-Feb-76
674	Debenture – Hydrants	17-Feb-76
702	Debenture – Sanitary Sewer Force Main from Snye across Athabasca	17-Feb-76
704	Debenture Amendment – Storm Sewer Extension	17-Feb-76
671	Debenture – Area 2 Arena	24-Feb-76
688	Debenture – Area 2 Arena	24-Feb-76
708	Temporary Borrowing Bylaw - \$1,000,000 at Current Rate	16-Mar-76
690	Road Closure Bylaw – Block 11, Plan 6344AY – Franklin, King, Manning	30-Mar-76
698	Road Closure Bylaw – Silver Springs – Thickwood	13-Apr-76
711	Debenture Amendment – Garbage Packers	27-Apr-76
372	Purchase of Land – NE ¼ 11-89-9-W4M	25-May-76
692	Debenture – MacDonald Island Recreation Centre	13-Jul-76
709	Road Closure Bylaw – Silver Springs - Thickwood	27-Jul-76
713	Debenture – 1967 Curb, Gutter and Paving	27-Jul-76
717	Debenture – School Grounds at Beacon Hill, Thickwood & Clearwater	27-Jul-76
715	Debenture – Land for Civic Centre	10-Aug-76
732	Court of Revision Bylaw	21-Sep-76
718	Closure of Public Highway – Area 1 Government Road Allowance	12-Oct-76
735	Mill Rate for 1976	12-Oct-76
373	Sale of Land – Lot 17, Block 16, Plan 616AO	26-Oct-76
737	Assessment & Taxation of Educational Institutions	26-Oct-76
740	Adoption of 1975 Tax Roll	26-Oct-76
741	Adoption of 1976 Tax Roll	09-Nov-76
742	Road Closure Bylaw Amendment – Silver Springs – Thickwood Heights	09-Nov-76
748	Debenture Amendment – Land for Civic Centre	04-Jan-77
749	Road Closure Bylaw Amendment – Area 1 Government Road Allowance	11-Jan-77
745	Debenture Amendment – Trunk Force Main and Lift Station	08-Feb-77
752	Road Closure Bylaw - Rookery Bay, Rock Bay – Area 5	15-Mar-77
755	Court of Revision Bylaw Amendment	29-Mar-77

Bylaw #	Short Title	Date Passed
730	Closure of Public Highway – McLennan Road Area	12-Apr-77
767	Temporary Borrowing Bylaw - \$2,000,000 for Interim Financing	28-Jun-77
765	Mill Rate for 1977	12-Jul-77
781	Road Closure Bylaw Amendment – Fitzgerald, Marshall, King, Donovan	26-Jul-77
771	Debenture – 1977 Street Improvements	27-Jul-77
772	Debenture - Machinery	27-Jul-77
774	Debenture – Cemetery Construction	27-Jul-77
775	Debenture – Public Works facilities	27-Jul-77
776	Debenture – Phase I MacDonald Island Complex	27-Jul-77
777	Debenture – Waterways N.I.P. Program	27-Jul-77
779	Debenture – Thickwood Heights Arena	27-Jul-77
780	Debenture – Paving Beacon Hill Arena Parking Lot	27-Jul-77
782	Debenture – Paving Beacon Hill Arena Parking Lot	13-Sep-77
788	Road Closure Bylaw Amendment – Rookery Bay & Rock Bay	27-Sep-77
791	Road Closure Bylaw Amendment – Royal Bank	25-Oct-77
795	Adoption of 1977 Tax Roll	22-Nov-77
800	Temporary Borrowing Bylaw - \$1,000,000 for Interim Financing	20-Dec-77
769	Road Closure Bylaw – Portion of Marshall Street	24-Jan-78
801	Temporary Borrowing Bylaw - \$4,000,000 for Interim Financing	24-Jan-78
806	Adoption of 1975 Tax Roll (with exceptions)	21-Feb-78
808	Debenture Amendment – Amendment of Repayment of Debentures	07-Mar-78
809	Amending Appoint of Municipal Secretary & Treasurer	07-Mar-78
816	Debenture Amendment – Amending Bylaws 770 through 780	04-Apr-78
815	Debenture – Computer Hardware and Software	18-Apr-78
794	Road Closure Bylaw – NE & SW Lan3, Block 6, Plan 616AO	16-May-78
804	Road Closure Bylaw – Block 5, Plan 6344AY, Lots 13 & 22	30-May-78
828	Temporary Borrowing Bylaw - \$7,124,000	18-Jul-78
831	Debenture Amendment – MacDonald Island Recreation Complex	22-Aug-78
835	Minimum Maintenance Standards Bylaw	10-Oct-78
821	Road Closure Bylaw – Plan 3595NY, Lots A&B Area 1	17-Oct-78
836	Debenture – Police Facilities	17-Oct-78
839	Mill Rate for 1978	17-Oct-78
842	Temporary Borrowing Bylaw - \$7,646,600 for Current Expenditures	17-Oct-78
829	Road Closure Bylaw - Greeley	14-Nov-78
854	Debenture – Oversizing of Water Reservoir and Main Lines – Abasand	09-Jan-79
862	Temporary Borrowing Bylaw - \$8,000,000 for Current Expenditures	09-Jan-79
853	Debenture – Purchase of Vehicles and Small Equipment	23-Jan-79
863	Establishment of a Recreation & Cultural Board	23-Jan-79
866	Recreation & Cultural Board Bylaw Amendment	06-Feb-79
868	Debenture Amendment – Sanitary Sewage Disposal Programme – 1975/76	06-Mar-79
847	Debenture – Construction of Abasand Heights Community School	17-Apr-79
848	Debenture – Abasand Heights School Grounds and Wading Pool	17-Apr-79
852	Debenture – Purchase of Furniture and Miscellaneous Equipment	17-Apr-79



Bylaw #	Short Title	Date Passed
851	Debenture – Purchase of Equipment	08-May-79
869	Road Closure Bylaw Amendment – Young Motors Area	08-May-79
884	Debenture Amendment – Abasand Heights School Grounds and Wading Pool	12-Jun-79
885	Debenture Amendment – Construction of Abasand Heights Community School	12-Jun-79
886	Special Frontage Assessment – Curbs, Gutters, Paving	19-Jun-79
887	Debenture Amendment – Cemetery Construction	24-Jul-79
888	Mill Rate for 1979	07-Aug-79
872	Debenture – Consumable Furniture, Equipment, Tools, etc.	11-Sep-79
873	Debenture – Major Equipment, Vehicles, Computer Software	11-Sep-79
874	Debenture – Improvements on Town-Owned Properties	11-Sep-79
875	Debenture – Street Improvement Programme	11-Sep-79
850	Debenture – Landscaping, Fencing and Park Development	18-Sep-79
877	Debenture – Raw Water Reservoir Repair	06-Nov-79
876	Debenture – Facility Upgrading Programme	13-Nov-79
878	Debenture – Completion of Thickwood Heights Arena	20-Nov-79
903	Adoption of 1979 Assessment Roll	18-Dec-79
910	Temporary Borrowing Bylaw - \$8,000,000	05-Feb-80
900	Road Closure Bylaw – Pleasant Drive and Walkway – Block 32, Sub-Plan 1347TR	04-Mar-80
913	Road Closure Bylaw – Block 27, Plan 772 2544	05-Aug-80
914	Road Closure Bylaw – High Avenue, Waterways	05-Aug-80
941	Repealing Debenture Bylaw – Improvements to Dr. Clark and Fr. Turcotte School Grounds	05-Aug-80
928	Mill Rate for 1980	08-Aug-80
934	Debenture – Completion of Recreational, Cultural, Educational Facilities	08-Aug-80
930	Debenture – rehabilitation of Lower Townsite Phase II	19-Aug-80
932	Debenture – Purchase of Furniture, Equipment, Vehicles and Tools	19-Aug-80
938	Debenture – Improvements to Water Supply	19-Aug-80
939	Debenture – Construction, Improvements and Repairs to Town Property	19-Aug-80
940	Debenture – Sewer Facility Improvements	19-Aug-80
1001	Debenture Amendment – Rehabilitation of Lower Townsite – Phase II	19-Aug-80
929	Debenture – Land Purchase	26-Aug-80
918	Road Closure Bylaw – Dickinsfield	07-Oct-80
924	Road Closure Bylaw – Gordon Avenue / King Street Area	04-Nov-80
949	Sale of Lot 11, Block 5, Plan 3969ET	18-Nov-80
953	Road Closure Bylaw – Timberline Drive – Area G	18-Nov-80
952	Road Closure Bylaw – Government Road Allowance in RL 37	09-Dec-80
955	Road Closure Bylaw – Waterways Area	16-Dec-80
956	Temporary Borrowing Bylaw - \$9,000,000 for Current Expenditures	05-Jan-81
957	Adoption of Crest for City of Fort McMurray Fire Dept.	20-Jan-81
960	Adoption of 1980 Assessment Roll	03-Feb-81

Bylaw #	Short Title	Date Passed
961	Repealing Franchise Agreement Amendment for Power and Water Supply	03-Feb-81
976	Temporary Borrowing Bylaw Amendment – Increase to \$15,000,000	07-Apr-81
927	Bus Service Agreement – Leonard Williams Holdings Ltd.	14-Apr-81
980	Business Assessment Bylaw	28-Apr-81
997	Mill Rate for 1981	07-Jul-81
1000	Debenture Amendment – Land Purchase	21-Jul-81
946	Debenture – Golf Course Improvements	04-Aug-81
990	Debenture – Rehabilitation of Lower Townsite – Phase III	04-Aug-81
1007	Repealing Debenture Bylaw – Construction of Daycare Centre	15-Sep-81
996	Bus Service Agreement with Leonard Williams Holdings Ltd.	24-Nov-81
1008	Adoption of 1981 Assessment Roll	24-Nov-81
1009	Repealing Debenture Bylaw – Construction/Completion of Dickinsfield Community School	24-Nov-81
1010	Debenture Amendment – School Grounds at Beacon Hill, Thickwood and Clearwater	24-Nov-81
1012	Road Closure Bylaw Amendment – Government Road Allowance in River Lot 37	08-Dec-81
1013	Temporary Borrowing - \$16,000,000	15-Dec-81
1014	Road Closure Bylaw – Waterways Area – Pine Road, Ptarmigan Drive SW, Ptarmigan Way, Block 25-27, Plan 1347TR	15-Dec-81
992	Debenture – School Grounds Development	02-Feb-82
1019	Mill Rate for 1982	27-May-82
988	Debenture – Fire Pumper and Medic Unit	01-Jun-82
989	Debenture – Hospital Street Improvements	22-Jun-82
993	Debenture – Construction of Thickwood Community School, Phase II	22-Jun-82
1018	Debenture – Construction of Thickwood Community School – Phase III	22-Jun-82
1028	Debenture Amendment – Amend Interest Rates for Various Debentures	22-Jun-82
1030	Debenture Amendment – Paving of Beacon Hill Arena Parking Lot	20-Jul-82
1031	Repealing Debenture Bylaw – Rehabilitation of Lower Townsite, Engineering Studies and Geotechnical	20-Jul-82
1032	Debenture – Hospital Street Improvements	20-Jul-82
1033	Debenture Amendment – Construction of Thickwood Community School Phase II	20-Jul-82
1034	Debenture Amendment – Construction of Thickwood Community School – Phase III	20-Jul-82
1036	Debenture Amendment – School Grounds Development	24-Aug-82
1044	Adoption of 1982 Assessment Roll	21-Dec-82
83/1	Temporary Borrowing	04-Jan-83
83/5	Debenture Amendment – 1977 Street Improvements	14-Jan-83
83/2	Repealing Debenture Bylaws 714, 716, 724, 770, 773, 849, 856, 847 & 991	01-Feb-83
83/9	Repealing Police Commission Bylaw	05-Apr-83



Bylaw #	Short Title	Date Passed
MO 422/83	Land Use Order Amendment – Plan 792 0314, Block 7, Lots 2-3, from HR to HI	03-May-83
83/13	Mill Rate for 1983	21-Jun-83
83/10	Transportation System Bylaw	21-Jun-83
83/15	Mutual Aid Agreement	02-Aug-83
83/16	Road Closure Bylaw – Morrison Street – Block 2, Plan 1989	06-Sep-83
83/18	Repeal of bylaw defining duties and powers of Chairman of Board of Administrators	20-Sep-83
83/25	Adoption of 1983 Assessment Roll	15-Nov-83
83/31	Road Closure Bylaw – Silin Forest Road	20-Dec-83
83/30	Temporary Borrowing	20-Dec-83
83/23	Bus Service Agreement Amendment – Leonard Williams Holdings Ltd.	07-Feb-84
84/1	Debenture – Franklin Avenue Reconstruction Stage 1	15-May-84
84/6	Mill Rate for 1984	19-Jun-84
84/9	Temporary Borrowing Bylaw Amendment	03-Jul-84
84/10	Debenture – Beacon Hill Arena Capital Remedial Works Stage 2	10-Jul-84
84/13	Debenture – Additional Funds to complete Beacon Hill Arena Capital Remedial Works Stage 2	28-Aug-84
84/22	Adoption of 1984 Assessment Roll	02-Nov-84
84/19	Road Closure Bylaw – Gordon Avenue/King Street Area	06-Nov-84
84/27	Temporary Borrowing Bylaw	18-Dec-84
84/20	Debenture – Spruce Valley Ski Hill Construction	18-Dec-84
85/1	Road Closure Bylaw Amendment – Waterways Area	22-Jan-85
85/7	Agreement for Maintenance/Management/Lease of Buses	02-Apr-85
85/17	Mill Rate for 1985	28-May-85
85/21	Debenture – Timberline Watermain Rehabilitation Program	11-Jun-85
85/20	Debenture – MacDonald Island Roadway and Parking Lot Improvements	11-Jun-85
85/19	Temporary Borrowing Bylaw Amendment	11-Jun-85
85/29	Debenture – Franklin Avenue Reconstruction Stage II – Shallow Utilities Relocation	16-Jul-85
85/23	Debenture – Spruce Valley Ski Society	16-Jul-85
85/22	Debenture – Fort McMurray Family Y Thickwood Heights Facility	16-Jul-85
85/39	Debenture – Mobile Equipment Vehicles	01-Oct-85
85/37	Adoption of 1985 Assessment Roll	01-Oct-85
85/36	Road Closure Bylaw – Block 12, Plan 6175NY Lane and Corner Cut-off, River Lot 18, Fort McMurray Settlement	01-Oct-85
85/41	Debenture – Father Patrick Mercredi School Ground Development	15-Oct-85
MO 361/85	Supplementary Assessment of Improvements	22-Oct-85
MO 461/85	Green Area - Hamlet & Rural Area Land Policy	04-Nov-85
85/40	Debenture – MacDonald Island Park Society Golf Course Renovations Phase 1	05-Nov-85
85/35	Police Commission Bylaw	05-Nov-85
85/43	Road Closure – Block 17, Plan 616AO	19-Nov-85
85/49	Temporary Borrowing Bylaw	03-Dec-85

Bylaw #	Short Title	Date Passed
86/06	Debenture – Mobile Equipment Fleet Replacement	06-May-86
86/08	Debenture – Franklin Avenue Reconstruction Stage II, Pond & Poplar Crescent	20-May-86
86/07	Temporary Borrowing Bylaw Amendment – Operating Expenditures	20-May-86
MO 297/86	Appointment of Assessor – Doug McLennan	04-Jun-86
86/14	Mill Rate for 1986	10-Jun-86
86/15	Debenture Amendment – Mobile Equipment Vehicles	17-Jun-86
MO 377/86	Nuisance Abatement Order	11-Jul-86
86/25	Debenture Amendment – Franklin Avenue Reconstruction	15-Jul-86
86/22	Debenture – Ross Haven/Timberline Watermain Replacement Program, Phase 1	22-Jul-86
86/21	Debenture – 1986 Local Improvement Program, Gutter, Sidewalks and Storm Sewer	22-Jul-86
MO 420/86	Nuisance Abatement Order – Enforcement Authorization	06-Aug-86
MO 428/86	Control of Sale of Liquor on Election Day	12-Aug-86
86/27	Debenture Amendment – 1986 Local Improvement Program	26-Aug-86
86/26	Debenture – Street Lighting Conversion	02-Sep-86
86/33	Adoption of 1986 Assessment Roll	18-Nov-86
86/38	Police Commission Bylaw Amendment	02-Dec-86
87/2	Temporary Borrowing Bylaw – Operating Expenditures and City Obligations	06-Jan-87
87/11	Debenture – 1987 Local Improvement Program	27-May-87
87/10	Debenture – Ross Haven/Timberline Watermain Replacement Program, Phase II	27-May-87
87/12	Mill Rate for 1987	05-Jun-87
87/18	Debenture – Pressure Reducing Valve Program	18-Aug-87
87/17	Debenture – Cathodic Protection Program	18-Aug-87
87/26	Temporary Borrowing	21-Dec-87
88/8	Borrowing Bylaw – current operating expenditures and obligations	01-Mar-88
88/9	Business Tax Bylaw Amendment – providing for assessment and taxation of trades, business and professions	18-Apr-88
88/12	Borrowing Bylaw Amendment – Current Operating expenditures and obligations	16-May-88
88/15	1988 Tax Rate Bylaw	14-Jun-88
88/20	Debenture Amendment – 1987 Local Improvement Program	20-Jun-88
88/18	Debenture – Franklin Avenue Reconstruction Stage III	20-Jun-88
88/17	Debenture – Timberline/Ross Haven Watermain Replacement	20-Jun-88
88/23	Debenture Amendment – Timberline/Ross Haven Watermain Replacement	19-Jul-88
88/22	Debenture Amendment – Pressure Reducing Valve Program	19-Jul-88
88/21	Debenture – 1988 Local Improvement Program	19-Jul-88
88/29	Debenture – Mobile Equipment Fleet Replacement	23-Aug-88
88/25	Debenture – Franklin Avenue Reconstruction Stage III	23-Aug-88
88/24	Debenture – 1988 Capital Projects	23-Aug-88

Bylaw #	Short Title	Date Passed
88/31	Debenture – Abasand Improvement Program	06-Sep-88
88/30	Debenture Amendment – Franklin Avenue Reconstruction Stage III	06-Sep-88
88/26	Debenture – Cemetery Design & Construction	06-Sep-88
88/39	Debenture Amendment – Special Frontage Assessment	01-Nov-88
88/40	Debenture Amendment – Cathodic Protection Program	21-Nov-88
88/46	Temporary Borrowing Bylaw – Current operating expenditures and obligations	19-Dec-88
88/45	Debenture – Ambulance Chassis	19-Dec-88
88/28	Curfew Bylaw	19-Dec-88
89/2	Debenture – Abasand Drive Slide III	17-Jan-89
89/1	1986 Local Improvement Program Amendment – Special Frontage Assessment	17-Jan-89
MO 128/89	Land Use Order Amendment – Plan 792 0314, Block 10, Lot 4 from HR to HI	01-Mar-89
89/14	1989 Tax Rate Bylaw	06-Jun-89
89/18	Adoption of 1988 Assessment Roll	19-Jun-89
89/23	Debenture – Gregoire Drive Rehabilitation	04-Jul-89
89/22	Debenture – Transit Fleet Replacement	04-Jul-89
89/21	Debenture – Valve Replacement Program	04-Jul-89
89/20	Debenture – Construction of Cemetery Roadway & Landscaping	04-Jul-89
89/19	Debenture – Local Improvement Project – Penhorwood Street	04-Jul-89
89/25	Debenture Amendment – Local Improvement – Penhorwood Street	31-Jul-89
89/24	Debenture Amendment – Construction of Cemetery Road & Landscaping	31-Jul-89
89/27	Debenture – Capital Bridge Maintenance	21-Aug-89
89/32	Debenture Amendment – Replacement of Schedules A, B & C	03-Oct-89
89/17	Northwestern Utilities Contract Renewal	03-Oct-89
89/33	Road Closure Bylaw – Plan 7518AK, Block 7, All of Lane	07-Nov-89
MO 748/89	Remuneration & Expenses Payable to Board/Committee Members	04-Dec-89
89/39	Adoption of 1989 Assessment Roll	18-Dec-89
90/3	Borrowing Bylaw – current expenditures and obligations	09-Jan-90
90/6	Various Bylaw Amendments	06-Feb-90
90/11	Debenture – Purchase of Handicapped Bus and Tractor w/Flail Mower	19-Mar-90
90/17	Debenture – Transit Fleet Replacement	22-May-90
90/16	Business Tax Bylaw Amendment	22-May-90
90/14	Economic Development Board Bylaw	22-May-90
90/18	1990 Tax Rate Bylaw	08-Jun-90
90/22	Business Tax Bylaw Amendment	18-Jun-90
90/21	Debenture – Mobile Fleet Replacement	18-Jun-90
90/20	Debenture – Abasand Drive Improvements (Resurfacing)	18-Jun-90
90/19	Debenture – Alberta Drive Rehabilitation	18-Jun-90
90/26	Debenture – Construction of 1990 Watermain Replacement	16-Jul-90
90/25	Debenture – Abasand Heights Sewer Service Replacement	16-Jul-90
90/24	1990 BRZ Tax Bylaw	16-Jul-90
90/30	Debenture Amendment – 1990 Watermain Replacement	04-Sep-90

Bylaw #	Short Title	Date Passed
90/29	Debenture Amendment – Abasand Heights Sewer Service Replacement	04-Sep-90
90/27	Debenture – 1990 Mobile Equipment Replacement/Addition Program	04-Sep-90
MO 615/90	Remuneration & Expenses Payable to Boards and Committee Members	24-Sep-90
90/34	Debenture Amendment – Local Improvement Amendment	06-Nov-90
90/33	Debenture Amendment – Clearwater Crescent Laneway Local Improvement	06-Nov-90
90/32	Road Closure bylaw – SW part of the NW Boundary of Lot 1, Block 1, Plan 4224NY	06-Nov-90
90/37	Borrowing Bylaw – Current Operating expenditures and obligations	06-Dec-90
90/39	Debenture Amendment – Local Improvement – Franklin/Mills Laneway	17-Dec-90
90/38	Debenture – Fire Pumper Truck Replacement	17-Dec-90
MO 038/91	Conklin Volunteer Fire Brigade – Appointment of Fire Chief and Deputy Fire Chief	15-Jan-91
MO 058/91	Travel/M meal Expenses Payable	30-Jan-91
91/1	Adoption of 1990 Assessment Roll	05-Feb-91
91/3	Debenture – Local Improvement – King/Marshall Street Laneway	05-Mar-91
91/2	Debenture – Replacement Ambulance	18-Mar-91
MO 303/91	Election - Nomination Papers	15-Apr-91
91/6	Debenture Amendment – Local Improvement – King Street/Marshall Street	15-Apr-91
91/11	Debenture – 1991 Capital Equipment Purchases	21-May-91
91/10	Debenture – 1991 Transit Fleet Replacement	21-May-91
91/9	Debenture – 1991 Transit Bus Retrofit Program	21-May-91
91/12	1991 Tax Rate Bylaw	29-May-91
91/13	Debenture – 1991 Capital Equipment Purchases	04-Jun-91
91/16	Debenture – 1991 Watermain Replacement Program	17-Jun-91
91/15	Debenture – Rehabilitation of Cell 1, Stream 1, Sewage Lagoon	17-Jun-91
91/14	Debenture – 1991 Cathodic Protection Program	17-Jun-91
91/24	Debenture – Highway 63/King Street/Tolen Drive Intersection Rehabilitation	15-Jul-91
MO 600/91	Conklin Community Services Committee – Appointment of Members	25-Jul-91
91/26	Debenture – 1991 Watermain Replacement Program Extension	23-Aug-91
91/25	Debenture – 1990 & 1991 Capital Bridge Maintenance	23-Aug-91
91/18	Road Closure – All roads within Block 1, Plan 802 1827	03-Sep-91
91/34	Debenture – Spruce Valley Ski Hill Slope Stabilization	05-Nov-91
91/35	Debenture – Highway 63/King Street/Tolen Drive Intersection Rehabilitation	18-Nov-91
91/44	Adoption of 1991 Assessment Roll	16-Dec-91
91/43	Borrowing Bylaw – Current operating expenditures and obligations	16-Dec-91
91/42	Debenture – 1991 Capital Equipment Purchase	16-Dec-91
MO 897/91	Land Use Order Amendment – Plan 852 1969 – to allow keeping of horses	17-Dec-91
92/2	Debenture Amendment – Special Frontage Assessment	18-Feb-92
MO 273/92	Establish Ad Hoc Committees and Appointment of Members	19-Mar-92

Bylaw #	Short Title	Date Passed
MO 110/92	Policies on Roles & Responsibilities	30-Mar-92
MO 336/92	Anzac Community Services Committee – Appointment of Members	31-Mar-92
MO 466/92	Completion of Assessment Roll	08-May-92
92/6	Debenture – Rehabilitation of Rescue Truck	19-May-92
92/13	1992 Tax Rate Bylaw	02-Jun-92
92/9	Debenture – 1992 Mobile Equipment Purchases	02-Jun-92
92/14	Debenture – 1992 Transit Fleet Replacement	15-Jun-92
MO 605/92	Appointment of Returning Officer	23-Jun-92
MO 638/92	Land Use Order Amendment – SW ¼ 26-88-9-W4M – Provisions for urban expansion district to allow greenhouses, tree nursery and caretaker's residence	25-Jun-92
MO 687/92	Electoral Boundaries	16-Jul-92
MO 751/92	Establishment of Hospital Boundaries	25-Aug-92
MO 733/91	Travel/Meal Expenses Payable to Board/Committee Members	16-Oct-92
92/32	Debenture Amendment – Local Improvement – Laneway between King Street/Marshall Street	01-Dec-92
92/28	Road Closure Bylaw – Plan 792 2412, Block 26; Plan 772 2544, Block 26, Plan 812 2231, Block 26	01-Dec-92
92/33	Borrowing Bylaw – current operating expenditures and obligations	21-Dec-92
MO 1195/92	Adoption of 1992 Assessment Roll	29-Dec-92
93/2	Debenture – Local Improvement – Laneway – King/Marshall Street	18-Jan-93
93/7	Adoption of 1992 Assessment Roll	16-Feb-93
MO 607/93	Delegation of Authority	17-Feb-93
93/9	Water & Sewer Rates Bylaw Amendment – Fee Schedule	02-Mar-93
93/8	Debenture – Special Frontage Assessment	02-Mar-93
93/3	Taxi Bylaw	15-Mar-93
MO 676/93	Delegation of Authority	02-Apr-93
MO 680/93	Land Surface Conservation & Reclamation Council – Appointment of Members	13-Apr-93
93/14	Debenture – West Thickwood Heights Sanitary Sewer Upgrade	25-May-93
93/16	1993 Tax Rate Bylaw	27-May-93
MO 165/93	Transfer of Funds from ID Trust/Capital Reserve to Anzac Second Access Reserve	23-Aug-93
93/24	Debenture – Athabasca Avenue Rehabilitation	24-Aug-93
93/26	Debenture – Local Improvement – Main Street Laneway	14-Sep-93
93/32	Debenture Amendment – Special Frontage Assessment	28-Sep-93
93/28	Taxi Bylaw Amendment	28-Sep-93
93/27	Road Closure Bylaw - Plan 198AS, Block 2	28-Sep-93
MO 196/93	Appointment of Development Officers	30-Sep-93
93/34	Repealing of Community Services Advisory Board Bylaw	12-Oct-93
93/37	Debenture – 1993 Transit Bus Retrofit	26-Oct-93
93/44	Road Closure Bylaw Amendment – Plan 6175NY, Block 12; Plan 6344AY, Block 12	16-Dec-93
93/42	Borrowing Bylaw – current operating expenditures and obligations	16-Dec-93

Bylaw #	Short Title	Date Passed
93/40	Board/Committee Bylaw Amendments	16-Dec-93
MO 378/93	Adoption of Assessment Roll	23-Dec-93
94/2	Water & Sewer Rates Bylaw Amendment	11-Jan-94
MO 046/94	Appointment of Assessors	14-Jan-94
94/1	Taxi Bylaw Amendment	25-Jan-94
MO 058/94	Delegation of Authority	31-Jan-94
MO 059/94	Delegation of Authority	31-Jan-94
94/6	Debenture – 1994 Computer Purchase	22-Mar-94
94/5	Adoption of 1993 Assessment Roll	22-Mar-94
94/8	Debenture – 1994 Transit Bus Retrofit	26-Apr-94
93/22	Electric Power Supply Bylaw – Agreement with Alberta Power	10-May-94
94/13	1994 Tax Rate Bylaw	24-May-94
94/10	Debenture – 1994 Watermain Replacement Program	24-May-94
MO 226/94	Grant to Athabasca Tribal Corporation for construction of Gregoire West Sewage Lagoon	30-May-94
94/14	Debenture – 1994 Cathodic Protection Program	14-Jun-94
MO 198/94	1994 Requisition Limiting Regulation	21-Jun-94
94/25	Debenture – Local Improvement – Waterways Street Upgrading	28-Jun-94
94/24	Debenture – Local Improvement – Marshall Street Improvements	28-Jun-94
94/28	Debenture – 1994 Highway 63 Surface Rehabilitation	12-Jul-94
94/23	Debenture – 1994 MacKenzie Boulevard Rehabilitation	12-Jul-94
94/22	Debenture – Sanitary Sewer Lagoon	12-Jul-94
94/21	Debenture – 1993 Beacon Hill Drive Rehabilitation	12-Jul-94
94/20	Debenture – Centralized Public Works Facility Construction	12-Jul-94
94/19	Road Closure Bylaw – Plan 832 2683 – All of Road Widening	12-Jul-94
94/18	Road Closure Bylaw – Plan 6344AY, Block 11	12-Jul-94
MO 276/94	Appointment of Advisory Council Members – Fort McMurray	15-Jul-94
94/30	Debenture – 1994 Watermain Replacement Program	09-Aug-94
MO 265/94	Transfer of Funds from Capital Reserve to ID Trust for Saprae Creek Fire Dept.	06-Sep-94
MO 335/94	Transfer of Funds from Capital Reserve to ID Trust	15-Sep-94
MO 333/94	1994 Mill Rates	20-Sep-94
MO 345/94	Transfer of Funds from ID Trust to Capital Reserve	30-Sep-94
MO 346/94	Transfer of Funds from ID Trust to Capital Reserve	05-Oct-94
MO 360/94	Formation and Maintenance of Reserve Funds (Fort McMurray Region)	14-Oct-94
94/36	Debenture Amendment – Standard and Special Frontage Assessment	08-Nov-94
94/35	Debenture Amendment – Special Frontage Assessment	08-Nov-94
MO 400/94	Name Change of Various Capital Reserves	12-Dec-94
MO 401/94	Transfer of Funds from ID Trust to Rural Fort McMurray Area Water Reserve	12-Dec-94
MO 402/94	Transfer of Funds from ID Trust to Rural Fort McMurray Area Water Reserve	12-Dec-94
MO 403/94	Transfer of Funds from ID Trust to Rural Fort McMurray Area Water Reserve	12-Dec-94



Bylaw #	Short Title	Date Passed
MO 404/94	Transfer of Funds from ID Trust to Rural Fort McMurray Area Water Reserve	12-Dec-94
MO 405/94	Transfer of Funds from Rural Fort McMurray Area General Capital Reserve to Rural Fort McMurray Area Water Reserve	12-Dec-94
MO 406/94	Transfer of Funds from Rural Fort McMurray Area General Capital Reserve to Rural Fort McMurray Area Transportation Reserve	12-Dec-94
MO 407/94	Transfer of Funds from Anzac Second Access Road Reserve to Rural Fort McMurray Area Transportation Reserve	12-Dec-94
MO 408/94	Transfer of Funds from Rural Fort McMurray General Capital Reserve to Rural Fort McMurray Area Fire Reserve	12-Dec-94
94/41	Adoption of 1994 Assessment Roll	13-Dec-94
94/40	Debenture – 1995 Telephone System	13-Dec-94
94/39	Debenture – 1995 City Hall Renovation	13-Dec-94
95/1	Short-Term Borrowing Bylaw – current operating expenditures and obligations	10-Jan-95
FM 19-94	To adopt the Sapræ Creek Area Structure Plan	01-Feb-95
MO 167/95	1994 Assessment Roll	17-Mar-95
MO 188/95	RMWB Subdivision Approving Authority Authorization Order	27-Mar-95
MO 201/95	Transfer of Funds from General Capital Reserve to Rural Landfill Reserve	31-Mar-95
MO 202/95	Transfer of Funds from Rural Land Development Reserve to Landfill Reserve	31-Mar-95
MO 203/95	Establishment of Rural Land Development Reserve and transfer funds from 1995 Operating Trust Budget	31-Mar-95
MO 204/95	Establish Rural Fort McMurray Drainage Reserve and Transfer Funds	31-Mar-95
MO 205/95	Establish Rural Telecommunications Reserve and Transfer Funds	31-Mar-95
MO 206/95	Rename Rural Fort McMurray Water Reserve to Rural Water/Sewer Reserve	31-Mar-95
MO 207/95	Transfer of Funds from General Capital Reserve to the Fire Reserve	31-Mar-95
MO 208/95	Transfer of Funds from 1995 ID 1453 Operating Trust Budget to Rural Transportation Reserve	31-Mar-95
MO 209/95	Transfer of Funds from Fort Chipewyan Road Reserve to Rural Water/Sewer Reserve	31-Mar-95
MO 210/95	Transfer of Funds from 1995 ID 143 Operating Trust Budget to Rural Fire Reserve	31-Mar-95
MO 211/95	Transfer balance of Financial Management Reserve to Rural Landfill Reserve	31-Mar-95
95/009	1995 Urban Tax Rate Bylaw	02-Jun-95
95/006	Debenture – 1995 Watermain Rehabilitation	20-Jun-95
95/005	Debenture – 1995 Cathodic Protection Program	20-Jun-95
95/017	Debenture – 1995 Signal Road Rehabilitation	11-Jul-95
95/024	Debenture – 1995 Memorial Drive Rehabilitation	21-Jul-95
95/023	Debenture – 1995 Clearwater Drive Paving	21-Jul-95
95/022	Debenture – 1995 Abasand Drive (Athabasca Avenue, Ravine Park)	21-Jul-95
95/021	Debenture – 1995 Fitzgerald Avenue Rehabilitation	21-Jul-95

Bylaw #	Short Title	Date Passed
95/020	Debenture – 1995 Silin Forest Road Rehabilitation	21-Jul-95
95/028	Debenture – 1995 Ambulance Purchase	12-Sep-95
95/027	Debenture – 1995 Computer Purchase Plan	12-Sep-95
95/034	1995 Rural Tax Rate Bylaw	24-Oct-95
95/040	Confidentiality of Commercial Information provided by taxpayers	28-Nov-95
95/035	Loan Guarantee Bylaw – MacDonald Island Park Society	28-Nov-95
96/002	Debenture – Spruce Valley Ski Hill	27-Feb-96
96/012	Repealing of Bylaw exempting certain Properties from Taxation	12-Mar-96
96/011	Debenture – Replacement Garbage Packer	12-Mar-96
96/010	Debenture – Regional Landfill Loader/Compactor	12-Mar-96
96/008	Debenture – 1996 Watermain Replacement Program	12-Mar-96
96/007	Debenture – Sanitary Sewer Lagoon	12-Mar-96
96/006	Debenture – Capital Bridge Rehabilitation	12-Mar-96
96/005	Debenture – Memorial Drive Guard Rail	12-Mar-96
96/003	Debenture – Ross Haven Drive Pavement Upgrade	12-Mar-96
96/027	1996 Tax Rate Bylaw	28-May-96
96/034	Debenture – McCormick Drive Local Improvement Project	25-Jun-96
96/035	Salvation Army Loan Assurance	27-Aug-96
96/037	1995 Tax Rate Bylaw Amendment	10-Sep-96
96/041	Friends of Centennial Pool Loan Assurance	12-Nov-96
96/042	Road Closure Bylaw – NW ¼ 23-88-8-W4M and remainder of Government Road Allowance N of NE ¼ 28-88-8-W4M	14-Jan-97
97/005	Debenture – MacDonald Island Rehabilitation	25-Feb-97
97/004	Debenture – MacDonald Island Capital Equipment Purchase	25-Feb-97
97/003	Debenture – MacDonald Island Capital Equipment Purchase	25-Feb-97
97/010	Debenture – MacDonald Island Bleachers	11-Mar-97
97/006	Debenture – Variable Speed Drive Pumps	11-Mar-97
97/024	Debenture – 1997 Watermain Replacement Program	25-Mar-97
97/023	Debenture – Hot In-Place Pavement Recycling	25-Mar-97
97/022	Debenture – Waterways Loop/Zone Connection	25-Mar-97
97/021	Debenture – Utilities Vactor 13-07	25-Mar-97
97/020	Debenture – Storm Main Line Replacement	25-Mar-97
97/019	Debenture – Chip Seal Pavement Improvements	25-Mar-97
97/018	Debenture – 1997 Replacement Garbage Packer	25-Mar-97
97/017	Debenture – Dickins Drive South Slide Repair	25-Mar-97
97/016	Debenture – Sanitary Sewer Main Upgrading	25-Mar-97
97/015	Debenture – Regional Landfill	25-Mar-97
97/014	Debenture – 1997 LaLoche Road Improvements	25-Mar-97
97/013	Debenture – Draper Road Improvements	25-Mar-97
97/012	Debenture – Old Stoney Mountain Road	25-Mar-97
97/011	Debenture – Capital Bridge Rehabilitation	25-Mar-97
97/025	Debenture – Jubilee Centre Renovations	08-Apr-97
97/039	Road Closure Bylaw – Plan 6344AY (Gordon Avenue); Plan 852 1933; Plan 6344AY, Block 4	13-May-97



Bylaw #	Short Title	Date Passed
97/035	Debenture – Thickwood Arena Improvements	13-May-97
97/037	1997 Tax Rate Bylaw	20-May-97
97/047	Establishing Legal Boundaries of Hamlet of Conklin	24-Jun-97
97/046	Debenture – Anzac/Fort McKay Lift Station Projects	24-Jun-97
97/045	Debenture – Roadway Rehabilitation Project	24-Jun-97
97/044	Debenture – Sanitary Sewer Rehabilitation Project	24-Jun-97
97/051	Debenture – Local Improvement – South Entry Service Road	25-Aug-97
97/050	Debenture Amendment – Hot In-Placement Pavement Recycling Project	26-Aug-97
97/055	Debenture – Transit Bus purchase	28-Oct-97
97/058	Repealing bylaw established for purpose of exempting church-owned land from taxation	25-Nov-97
97/059	Short-Term Lending Bylaw – Ptarmigan Nordic Ski Club	13-Jan-98
98/009	Debenture Amendment – Old Stoney Mountain Road	27-Jan-98
98/003	Debenture – 1998 Equipment Replacement	10-Feb-98
98/002	Debenture – Purchase of Screener and Radial Stacker	10-Feb-98
98/001	Debenture – Renovations to Jubilee Centre Municipal Offices	10-Feb-98
98/021	Debenture - #1A Lift Station Pump	24-Feb-98
98/020	Debenture – Condenser Purchase – Thickwood Heights Arena	24-Feb-98
98/019	Debenture – Transit Bus Retrofit	24-Feb-98
98/018	Debenture – Memorial Drive Pavement Life Extension Project	24-Feb-98
98/017	Debenture – Confederation Way Pavement Project	24-Feb-98
98/016	Debenture – 1998 Urban Roads Rehabilitation	24-Feb-98
98/015	Debenture – Abasand Drive Pavement Improvement Project	24-Feb-98
98/014	Debenture – Abasand Drive Erosion Project	24-Feb-98
98/013	Debenture – Snow Dump study & Development	24-Feb-98
98/012	Debenture – 1998 Memorial Drive Rehabilitation	24-Feb-98
98/011	Debenture – Sanitary Sewer Main Upgrading	24-Feb-98
98/010	Debenture – 1998 Watermain Replacement Program	24-Feb-98
98/038	Debenture Amendment – 1995 Computer Purchase Plan	14-Apr-98
98/032	Debenture – Replacement Ambulance Purchase	14-Apr-98
98/039	1998 Supplementary Assessment Bylaw	28-Apr-98
98/037	Debenture – 1998 Capital Bridge Rehabilitation	28-Apr-98
98/036	Debenture – Community Tennis Court Upgrades	28-Apr-98
98/052	1998 Tax Rate Bylaw	12-May-98
98/045	Road Closure Bylaw – Plan 616AO, Block 4	12-May-98
98/044	Road Closure Bylaw – 89-10-W4M – adjoining NW 13-89-10-W4M; W boundary of SW 13-89-10-W4M	12-May-98
98/043	Road Closure Bylaw – Adjoining W boundary of SW 24-89-10-W4M and S of Plan 802 2551	12-May-98
98/054	Saprae Creek Area Structure Plan Amendment re: country residential development	26-May-98
98/057	Debenture Amendment – 1998 Capital Bridge Rehabilitation	09-Jun-98
98/058	Institutional Voting Stations - 1998 Election	23-Jun-98
98/056	Debenture Amendment – Thickwood Arena Rehabilitation	23-Jun-98

Bylaw #	Short Title	Date Passed
98/006	Road Closure Bylaw – Adjoining E boundary of SE ¼ 2-89-9-W4M	14-Jul-98
98/069	Debenture Amendment – 1998 Memorial drive Rehabilitation	28-Jul-98
98/067	Fort McMurray Airport Task Force	28-Jul-98
98/083	Debenture – Purchase of Rescue Truck	10-Nov-98
99/018	Debenture Amendment – Thickwood Arena Rehabilitation	23-Feb-99
99/017	Debenture – 1999 Fleet Replacement	23-Feb-99
99/013	Debenture – Arterial Permanent Pavement Markings Project	23-Feb-99
99/012	Debenture – Confederation Pavement Improvement	23-Feb-99
99/010	Debenture – Thickwood Boulevard Pavement Life extension	23-Feb-99
99/009	Debenture – Abasand Drive Pavement Life Extension	23-Feb-99
99/007	Debenture – Fire Management Information Systems Project	23-Feb-99
99/015	Debenture – Hardin Street Widening	09-Mar-99
99/014	Debenture – Timberline Drive Rehabilitation Project	09-Mar-99
99/011	Debenture – Janvier Streets Hard Surfacing Project	09-Mar-99
99/008	Debenture – Telesquirt Purchase	09-Mar-99
99/006	Debenture – Diesel Emission Systems Project	09-Mar-99
99/034	1999 Supplementary Assessment Bylaw	13-Apr-99
99/033	1999 BRZ Tax Bylaw	13-Apr-99
99/047	1999 Tax Rate Bylaw	11-May-99
99/044	Debenture – Skateboard Park Project	11-May-99
99/001	Debenture – Purchase of Video-Conferencing Equipment	22-Jun-99
99/064	Debenture – Transit Bus Replacement	24-Aug-99
99/063	Debenture – Transit Bus Retrofit Project	24-Aug-99
99/057	Loan Guarantee – MacDonald Island Park Society	24-Aug-99
98/033	Debenture – Purchase of Additional Ambulance	24-Aug-99
99/072	Regional Roads Committee Bylaw	23-Nov-99
00/012	Establishing a Brush Disposal Committee	22-Feb-00
00/013	Establishing a Fire Sprinkler Task Force	22-Feb-00
00/016	Debenture – 2000 Fleet Replacement	14-Mar-00
00/017	Debenture – 2000 Fleet Replacement	14-Mar-00
00/018	Debenture – Pavement Management System	14-Mar-00
00/019	Debenture – Hardin Street Upgrading	28-Mar-00
00/021	Debenture – Water Loop/Zone Connections	28-Mar-00
00/023	Debenture – Fort Chipewyan Pavement Improvements	28-Mar-00
00/024	Debenture – Janvier Community Centre	28-Mar-00
00/027	Road Closure - 89-9-W4M adjoining S boundary of SW 26-89-10-W4M	28-Mar-00
00/030	Debenture – Mobile Data Terminals	28-Mar-00
00/037	Authorizing Collection of Electoral Information for the Chief Electoral Officer	28-Mar-00
00/038	Establishing a Resource Development Review Committee	28-Mar-00
00/035	Debenture – Water Meter Replacement Program	11-Apr-00
00/028	2000 BRZ Tax Bylaw	25-Apr-00
00/029	Debenture Amendment – LIP – South Entry Service Road - Gregoire	25-Apr-00
00/041	Debenture – Cemetery Upgrade and Expansion	25-Apr-00

Bylaw #	Short Title	Date Passed
00/042	Debenture – Parks Shop Relocation	25-Apr-00
00/045	Road Closure Bylaw – Road Allowance Adjoining S boundary of SW 26-88-9-W4M	25-Apr-00
00/049	Taxi Bylaw Amendment – Amending Taxi/Limousine Rates	25-Apr-00
00/052	Road Closure Bylaw - SW 1/4 6-90-9-W4M; W 1/2 31-89-9-W4M; SW 1/4 31-89-9-W4M; SE 1/4 30-89-9-W4M	09-May-00
00/047	2000 Tax Rate Bylaw	23-May-00
00/057	Road Closure Bylaw – Plan 1902 EU – River Lot 9 – McMurray Settlement	23-May-00
00/058	Debenture – C.A. Knight Complex Main Building Roof	23-May-00
00/059	Repeal Supplementary Assessment Bylaw	23-May-00
00/064	Establishment of Special Transportation Advisory Committee	27-Jun-00
00/065	Debenture – Ambulance Replacement	11-Jul-00
00/071	Debenture – Automated Document Management System	22-Aug-00
00/072	Debenture – Fort Chipewyan Raw Water Intake	22-Aug-00
00/075	Debenture – Abasand Redevelopment Project	26-Sep-00
00/077	Establishment of Animal Control Bylaw Task Force	10-Oct-00
01/013	Debenture – 2001 Fleet Replacement	13-Feb-01
01/012	Debenture – Handi-Bus Purchase	13-Feb-01
01/005	Waterways ARP Amendment – Lot 9, Block 2, Plan 3969ET	13-Feb-01
01/002	Debenture – Parks Office & Reception Space Relocation	13-Feb-01
01/001	Road Closure – Plan 832 2528 (Confederation Way)	13-Feb-01
00/053	Road Closure Bylaw – Adjoining W boundary of W ½ 21-112-7-W4M and NW corner of ¼ 21-112-7-W4M	27-Feb-01
01/014	Animal Control Bylaw Task Force Amendment	27-Feb-01
01/032	Green Area - Hamlet & Rural Area Land Policy Amendment	27-Mar-01
01/018	Road Closure & Disposal – Part of Road Plan 1902E – Fort McMurray Settlement RL 9	27-Mar-01
01/039	Establishment of Fort McMurray Leisure Facilities Steering Committee	10-Apr-01
01/038	Establishment of Sapræ Creek Community Hall Steering Committee	10-Apr-01
01/037	Establishment of Janvier Municipal Building Steering Committee	10-Apr-01
01/036	Establishment of Snye Sustainability Steering Committee	10-Apr-01
01/033	2001 BRZ Tax Bylaw	10-Apr-01
01/035	Debenture – Snye Sustainability	24-Apr-01
01/034	Road Closure & Sale – River Lot 28, SW 13-89-10-W4M adjoining Lot 5, Plan 982 0716 (Wood Buffalo	24-Apr-01
01/048	2001 Tax Rate Bylaw	22-May-01
01/047	Debenture – Pumper # 4 Replacement	22-May-01
01/046	Debenture – Ambulance Replacement	22-May-01
01/058	Debenture – Jubilee Centre Security System	12-Jun-01
01/057	Debenture – Athabasca River Water Treatment Plant Security System	12-Jun-01
01/053	Debenture – 2001 Urban Roadway Rehabilitation	12-Jun-01
01/059	Debenture – Optical Scan Voting System	26-Jun-01
01/052	Debenture – Janvier Sewage Lagoon Project	26-Jun-01
01/074	Debenture Amendment – Fort Chipewyan Pavement Improvements	10-Jul-01

Bylaw #	Short Title	Date Passed
01/072	Establishment of Library RCMP Facility Steering Committee	10-Jul-01
01/065	Conklin Area Structure Plan Amendment – Lots 6-12, Block 1, Plan 832 1553 and Lots 13-17, Block 2, Plan 832 1553	10-Jul-01
01/064	Debenture – Fort Chipewyan Sewage Lagoon / Water Conservation Upgrade	10-Jul-01
01/063	Debenture - #1A Lift Station Emergency Power	10-Jul-01
01/087	Locations to Receive Nominations for 2001 General Municipal Election	28-Aug-01
01/086	Establishment of Institutional Voting Stations for 2001 General Municipal Election	28-Aug-01
01/085	Establishment of Human services Needs Assessment Committee	28-Aug-01
01/081	Debenture – C.A. Knight Recreation Centre Renovation P1/S1	28-Aug-01
01/079	Debenture – Fort McMurray Sewage Treatment	28-Aug-01
01/078	Debenture – Athabasca River Water Treatment Plant Internal Road	28-Aug-01
01/075	Debenture – Abasand Heights Booster Station	28-Aug-01
01/091	Short Term Borrowing Bylaw	13-Nov-01
01/097	Repealing Bylaw providing for a Pension for Elected Officials	27-Nov-01
01/096	Human Services Needs Committee Amendment – Amend Membership	27-Nov-01
01/092	Repeal Municipal Planning Commission Bylaw	27-Nov-01
01/094	Debenture – Fire Hall # 1 Addition / Re-roofing	11-Dec-01
02/003	FM Leisure Facilities Committee Amendment – Membership	12-Feb-02
02/001	Subdivision & Development Appeal Board Amendment - Membership	12-Feb-02
02/010	Rescind Off Highway Vehicle Steering Committee Bylaw	26-Feb-02
02/006	Debenture – 2002 Equipment Purchase – 5-year term	26-Feb-02
02/005	Debenture – 2002 Equipment Purchase – 3-year term	26-Feb-02
02/004	Debenture – Public Library Technology Upgrades	26-Feb-02
02/018	Debenture – Urban Garbage Fleet Expansion	26-Mar-02
02/017	Debenture – Rescue Unit – Anzac Fire Department	26-Mar-02
02/016	Debenture – Water Tanker – Fort Chipewyan Fire Department	26-Mar-02
02/014	Debenture – Ambulance Unit – Timberlea Fire Station	26-Mar-02
02/020	2002 BRZ Tax Bylaw	09-Apr-02
02/019	Establishment of Regional Roads Committee	09-Apr-02
02/033	Debenture – Geographic Information Systems Technology	23-Apr-02
02/027	Debenture – 2002 Urban Roadway Rehabilitation	23-Apr-02
02/026	Debenture – LaLoche Winter Trail	23-Apr-02
02/025	Debenture – Transit Bus Replacement	23-Apr-02
02/024	Debenture – Jubilee Centre Elevators	23-Apr-02
02/023	Debenture – Timberlea Athletic Park	23-Apr-02
02/022	Debenture – Sportsfield Upgrade	23-Apr-02
02/021	Debenture – Saprae Creek Community Hall	23-Apr-02
02/037	2002 Tax Rate Bylaw	14-May-02
02/041	Debenture – Storm Main Line Replacement Upgrading	28-May-02
02/040	Debenture – Sanitary Sewer Main Upgrading	28-May-02
02/051	Rescinding Loan Guarantee to Rotary House Fundraising Society	25-Jun-02
02/049	Debenture – Rural Programmable Logic Controls Upgrades	25-Jun-02

Bylaw #	Short Title	Date Passed
02/043	Debenture – Athabasca River Water Treatment Plant Expansion	25-Jun-02
02/050	Debenture – Thickwood Heights Community Centre Renovations	09-Jul-02
02/063	Road Closure - Plan 3359TR – Portion of Alberta Drive	27-Aug-02
02/069	Road Closure - Pl. 002 3829, Bl. 3, Diefenbaker/Dominion	10-Sep-02
02/071	Debenture – 2002 Train Construction	08-Oct-02
02/074	Road Closure – Plan 6344AY, Block 11 (8200 Franklin Avenue)	12-Nov-02
02/068	Road Closure – Municipal Road Allowance SW 1-89-9-W4M	26-Nov-02
02/078	Emerging Issues Reserve Bylaw	10-Dec-02
03/005	Debenture – Vista Ridge Groomer	28-Jan-03
03/017	Municipal Taxation Committee Amendment – Amend Membership	11-Mar-03
03/012	Debenture – 2003 Abasand Neck Urban Park Development	11-Mar-03
03/011	Debenture – 2003 Regional Cemetery Projects	11-Mar-03
03/010	Debenture – 2003 Trail Construction & Amenities	11-Mar-03
03/009	Debenture – Pumper # 6 Replacement	11-Mar-03
03/008	Debenture – South Station Pumper	11-Mar-03
03/016	Debenture = Spruce Valley Drive Rehabilitation	25-Mar-03
03/014	Debenture – Transit Fare Boxes and Information System	25-Mar-03
03/013	Debenture – King Street Booster Station	25-Mar-03
03/027	Debenture – Track Facility Restoration	08-Apr-03
03/026	2003 BRZ Tax Bylaw	08-Apr-03
03/020	Bridging Loan - YMCA of Wood Buffalo	08-Apr-03
03/028	Debenture – 2003 Fleet Replacement	22-Apr-03
03/041	2003 Tax Rate Bylaw	13-May-03
03/033	Debenture – 2003 Urban Roadway Rehabilitation	13-May-03
03/032	Debenture – 2003 Fleet Replacement – 10-year term	13-May-03
03/031	Debenture – Fleet Additions	13-May-03
03/030	Road Closure Bylaw – Pine Lane – Conklin	13-May-03
03/042	Debenture – South Station Ambulance	10-Jun-03
03/029	Debenture – Emergency Communications Implementation	14-Oct-03
03/055	Debenture – Frank Lacroix Arena Roof Repairs and HVAC Replacement	28-Oct-03
03/068	Debenture – Fire Hall # 2 – South Station	10-Feb-04
04/002	2004 BRZ Tax Rate Bylaw	10-Feb-04
04/006	Debenture – Supervisory Control Data Acquisition and Programmable Logic Controller Upgrades	24-Feb-04
04/003	Debenture Borrowing Amendment – Timberlea Athletic Park	24-Feb-04
04/008	Debenture – Jubilee Centre Heating System and Ventilation Plant Upgrades	09-Mar-04
04/013	Establishment of Locations to Receive Nominations for 2004 General Municipal Election	13-Apr-04
04/018	Debenture – Construction of Wood Buffalo Sport and Wellness Centre	11-May-04
04/021	2004 Tax Rate Bylaw	25-May-04
04/022	Loan Guarantee Bylaw - MacDonald Island Park Corporation – May 12, 2004-June 30, 2005	08-Jun-04
04/028	Debenture – Construction of Connector Roadway – Riedel to King Street	22-Jun-04

Bylaw #	Short Title	Date Passed
04/036	Debenture – Thickwood Heights Arena Exterior Walls	24-Aug-04
04/034	Road Closure Bylaw – Selby Avenue	24-Aug-04
04/039	Road Closure Bylaw – Swanson Lane	14-Sep-04
04/037	Road Closure Bylaw – Opti-Nexen Lease	28-Sep-04
04/045	Rescinding Municipal Taxation Committee Bylaw	12-Oct-04
04/040	Road Closure Bylaw – CNRL Lease	25-Jan-05
05/001	Communities in Bloom Committee Amendment – Amend Membership	25-Jan-05
05/006	2005 BRZ Tax Rate Bylaw	22-Feb-05
05/012	Establishment of MacDonald Island Redevelopment Steering Committee	26-Apr-05
05/016	2005 Tax Rate Bylaw	24-May-05
05/014	MacDonald Island Park Corporation Loan Guarantee	24-May-05
05/021	Boys & Girls Club Bridging Loan	28-Jun-05
05/032	Establishment of Archie Simpson Redevelopment Committee	12-Jul-05
05/028	Debenture Amendment – Fort McMurray Sewage Treatment/Tertiary Sewage Treatment	12-Jul-05
05/033	MacDonald Island Redevelopment Steering Committee Amendment – Increase representation	23-Aug-05
05/039	Road Closure Bylaw – Plan 6344AY, Block 12	22-Nov-05
05/029	Road Closure Bylaw – CNRL Lease	24-Jan-06
06/012	2006 BRZ Tax Bylaw	11-Apr-06
06/018	Debenture Amendment – Highway 63N Water Supply Line Local Improvement	09-May-06
06/019	2006 Tax Rate Bylaw	23-May-06
06/021	Anzac Area Structure Plan Amendment – Lot 4MR, Block 11, Plan 792 0314 form Open Space to Public Service	13-Jun-06
06/015	Title to Undeveloped Government Road Allowances – NW 6-90-9-W4M and NE 1-90-10-W4M	22-Jun-06
06/033	Debenture – Clearwater Drive	03-Oct-06
06/031	Title to Undeveloped Government Road Allowances – Road Diversion Plan 1993 CL	12-Dec-06
06/044	Establishment of Community Image Steering Committee Bylaw	13-Dec-06
07/003	2007 Business Revitalization Zone Tax Bylaw	28-Feb-07
07/016	Debenture – Jubilee Building Fire Alarm System	26-Mar-07
07/015	Debenture – Jubilee Building Hot Water Distribution System	26-Mar-07
07/008	Debenture – Heavy Equipment Replacement	26-Mar-07
07/007	Debenture – Vacuum Street Sweepers	26-Mar-07
07/031	Establish Locations to Receive Nominations for 2007 General Election	28-Mar-07
07/017	Debenture – Beacon Hill Pumphouse Reservoir Roof Replacement	28-Mar-07
07/022	Debenture – Thickwood Boulevard Retaining Wall and Sidewalk Replacement	11-Apr-07
07/039	Community Identification Committee Bylaw	24-Apr-07
07/009	Debenture – Fort McMurray Fire Department Water Tanker Replacement	09-May-07
07/040	Debenture – Confederation Way – Third Eastbound Lane	24-May-07



Bylaw #	Short Title	Date Passed
07/037	2007 Tax Rate Bylaw	24-May-07
07/068	Subdivision & Development Appeal Board Bylaw Amendment	11-Oct-07
07/051	Hamlet of Anzac Area Structure Plan Amendment	11-Oct-07
07/066	Debenture – Thickwood/Timberlea Multiuse Facility	16-Nov-07
07/004	Title to Undeveloped Government Road Allowances – 90-9-W4M	16-Nov-07
08/005	Debenture – Water Treatment Plant Security System Upgrade	26-Feb-08
08/020	Debenture – Fort Chipewyan Pumphouse / Lift Station # 2 Auxiliary Power Supply	11-Mar-08
08/019	Debenture – Fort Chipewyan Water Treatment Plant Back-up Power Supply	11-Mar-08
08/018	Debenture – Solid Waste Office/Shop	11-Mar-08
08/017	Debenture – Lift Station Upgrades	11-Mar-08
08/015	Debenture - Highway 63 Infrastructure Relocation	11-Mar-08
08/014	Debenture Amendment – Athabasca Water Treatment Plant Expansion	11-Mar-08
08/013	Debenture – Downtown Sewer Capacity Increase	11-Mar-08
08/009	Debenture – Road/Fleet and Transit Shared Facility	11-Mar-08
08/007	Debenture – Upgrade Pressure Reducing Valves 2008	11-Mar-08
08/006	Debenture – Water Treatment Plant Administration Renovations	11-Mar-08
08/004	Debenture – Water Treatment Plant High Voltage Rehabilitation 2008	11-Mar-08
08/025	Debenture – Force mains – Lift Stations 1B to Wastewater Treatment Plant	25-Mar-08
08/024	Debenture – Lift Station 1A Pump Upgrades	25-Mar-08
08/032	Locations to Receive Nominations for 2008 Ward 2 By-Election	22-Apr-08
08/033	Debenture Amendment – Highway 63N Water Supply Line Local Improvement	13-May-08
08/029	Tax Rate Bylaw 2008	27-May-08
08/034	Debenture – Regional Emergency Services Mobile Fire Training Tower and Vehicle	16-Jul-08
08/039	Debenture – In-Vehicle Computers	26-Aug-08
09/010	Title to Undeveloped Government Road Allowances – 90-9-W4M	10-Feb-09
09/012	Title to Undeveloped Government Road Allowances – 89-10-W4M	24-Feb-09
09/011	Title to Undeveloped Government Road Allowances – Plan 032 5018	24-Feb-09
09/004	Debenture Amendment – Athabasca Water Treatment Plant Expansion	24-Mar-09
08/028	Debenture – Highway 63 Collector-Distributor Road Development Impacts	13-May-09
09/015	Tax Rate Bylaw 2009	19-May-09
09/026	Road Closure – Sanitary Force main Alignment	25-Aug-09
09/020	Repealing of Kewatinok Community Board Bylaw	27-Oct-09
08/031	Road Closure – Plan 5076LZ, Fort Chipewyan	10-Nov-09
10/008	Repealing of Election Statement Bylaw No. 1992/4	13-Apr-10
10/006	Voting Hours Bylaw – 2010 General Municipal Election	13-Apr-10
10/005	Nomination Bylaw – 2010 General Municipal Election	27-Apr-10
10/010	2010 Tax Rate Bylaw	11-May-10

Bylaw #	Short Title	Date Passed
10/026	Fort McMurray Airport Authority Municipal Property Tax Exemption. Bylaw	22-Jun-10
11/013	Repealing Bylaw No. 02/053 – Capital Infrastructure Reserve and Bylaw No. 04/038 – Emerging Issues Reserve	27-Apr-11
11/012	2011 Tax Rate Bylaw	10-May-11
11/010	Road Closure Bylaw (Hwy 63 North of Confederation Way turn)	24-May-11
11/023	Road Closure and Authorization to Sell	12-Jul-11
11/002	Closure of Undeveloped Government Road Allowance – Conklin Cemetery Expansion	12-Jul-11
11/015	Repeal of Airport Parking Bylaws 99/054 and 99/055	25-Oct-11
11/028	Disestablishment of BRZ	22-Nov-11
11/029	Closure of Undeveloped Gov. Rd. Allowance	13-Dec-11
12/027	Purpose of Closing and Creating Title to Undeveloped Road AI	10-Jan-12
12/016	Voting Hours Bylaw – 2012 Ward 1 By-Election	08-May-12
12/015	Nomination Bylaw – 2012 Ward 1 By-Election	08-May-12
12/014	2012 Property Tax Rate Bylaw	08-May-12
12/024	Establishment of the Design Review Panel	10-Jul-12
12/023	Amendment to Gregoire Lake Area Structure Plan	28-Aug-12
12/020	Road Closure - Highway 69	09-Oct-12
13/013	Road Closure Bylaw	26-Mar-13
13/016	2016 Tax Rate Bylaw	14-May-13
13/028	Revising of Bylaw No. 12/027 – Saline Creek Plateau Area Road Allowances	27-Aug-13
13/021	Road Closure - Conklin Multi-Use Facility	10-Sep-13
14/019	2014 Property Tax Rate Bylaw	13-May-14
14/003	Road Closure Bylaw and authorization to sell	27-May-14
14/023	Repeal Fort McMurray Games Legacy Reserve Fund	24-Jun-14
15/010	2015 Property Tax Rate Bylaw	12-May-15
15/001	Willow Square - Road Closure Bylaw – Plan 3738NY	09-Jun-15
14/028	Road Closure – Hamlet of Anzac	07-Jul-15
15/029	Grayling Terrace Road Closure Bylaw to facilitate construction of sewer lift station	12-Jan-16
16/010	Tax Penalty Bylaw Amendment to provide relief from penalties for unpaid 2016 property taxes	31-May-16
16/007	2016 Property Tax Rate Bylaw	06-Jul-16
17/008	Waiver of Fee - Acceptable Contaminated Soil	11-Apr-17
17/009	Tax Penalty Bylaw Amendment to effect cancellation/refund of tax penalties applied on January 1, 2017	25-Apr-17
17/007	Repeal Noise Bylaw Amendment 16/015	25-Apr-17
17/011	Repeal Wood Buffalo Recovery Committee Bylaw No 16/013	16-May-17
17/010	2017 Property Tax Rate Bylaw	16-May-17
18/008	2018 Property Tax Rate Bylaw	08-May-18





## COUNCIL REPORT

Meeting Date: June 4, 2019

### **Subject: Bylaw No. 19/014 - Land Use Bylaw Amendment – Redistricting Lands - Conklin Cemetery**

#### **APPROVALS:**

**Annette Antoniak**

\_\_\_\_\_  
Director

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

#### **Recommended Motion:**

THAT Bylaw No. 19/014, being a Land Use Bylaw Amendment to redistrict a portion of lots NE 31-76-7-4 and NW-32 76-7-4, and lot OT 76-7-4 from UE – Urban Expansion District to PS – Public Service District, be read a first time; and

THAT the required public hearing be held on July 8, 2019.

#### **Summary:**

The Planning and Development Department has received an application to amend the Land Use Bylaw to allow for future expansion of the Conklin cemetery. The subject parcels (Attachment 1) are currently designated UE - Urban Expansion District. The proposed amendment will change the land use district for lot OT 76-7-4, and portions of the Northeast quarter of Section 31, Township 76, Range 7, W4 and Northwest quarter of Section 32, Township 76, Range 7, W4 from UE - Urban Expansion to PS - Public Service District.

#### **Background:**

The cemetery, formally known as St. Vincent Cemetery, is one of two serving the community, but it functions as Conklin's largest and primary burial site. The two cemeteries are at capacity, and St. Vincent was specifically recommended for expansion during the Regional Municipality of Wood Buffalo Urban and Rural Cemetery Project.

The subject lands are designated Urban Expansion in the Land Use Bylaw, but this district does not allow for a cemetery as either a Permitted or Discretionary Use. The Conklin Area Structure Plan recognizes the need for expansion and identifies the lands as Open Space. The plan supports further development in the Open Space area now that the intended land use has reached capacity and is fully built-out.

The cemetery is under split ownership, with the Municipality owning the eastern half and the Diocese of St. Paul owning the western half. The expansion is occurring on the portion owned portion by the Municipality, and is being facilitated by the Parks, Roads and Rural Operations Branch of Public Works. Attachment 2 provides an Ownership Map.

In May 2018, Planning and Development staff attended the Conklin Trade Show to engage the community on the proposed land use amendment. No negative feedback was received.

**Rationale for Recommendation:**

Planning and Development recommends approval of the proposed land use amendment as it is consistent with the direction of the Area Structure Plan and allows for further expansion of this essential local service.

**Strategic Priorities:**

Rural and Indigenous Communities and Partnerships

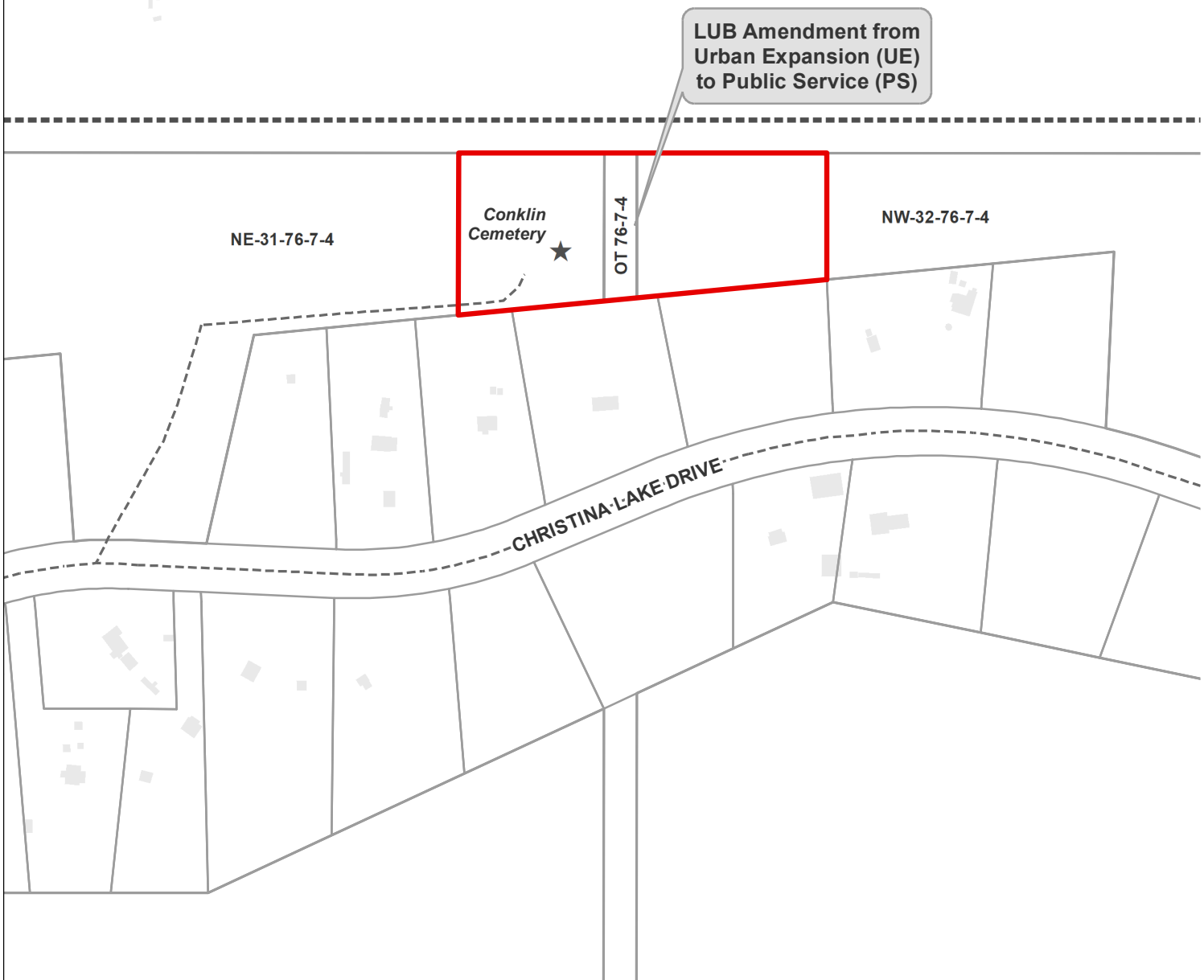
**Attachments:**

- 1. Subject Area Map**
- 2. Subject Area Map Ownership**
- 3. Bylaw No. 19/014**

# SUBJECT AREA MAP

OT 76-7-4 and Portions of NE-31-76-7-4 & NW-32-76-7-4

Attachment



- Subject Area
- Survey Parcels
- Hamlet Boundary

- Building Outlines
- Landmarks
- Water Bodies

- Roadways



1 cm = 38 meters



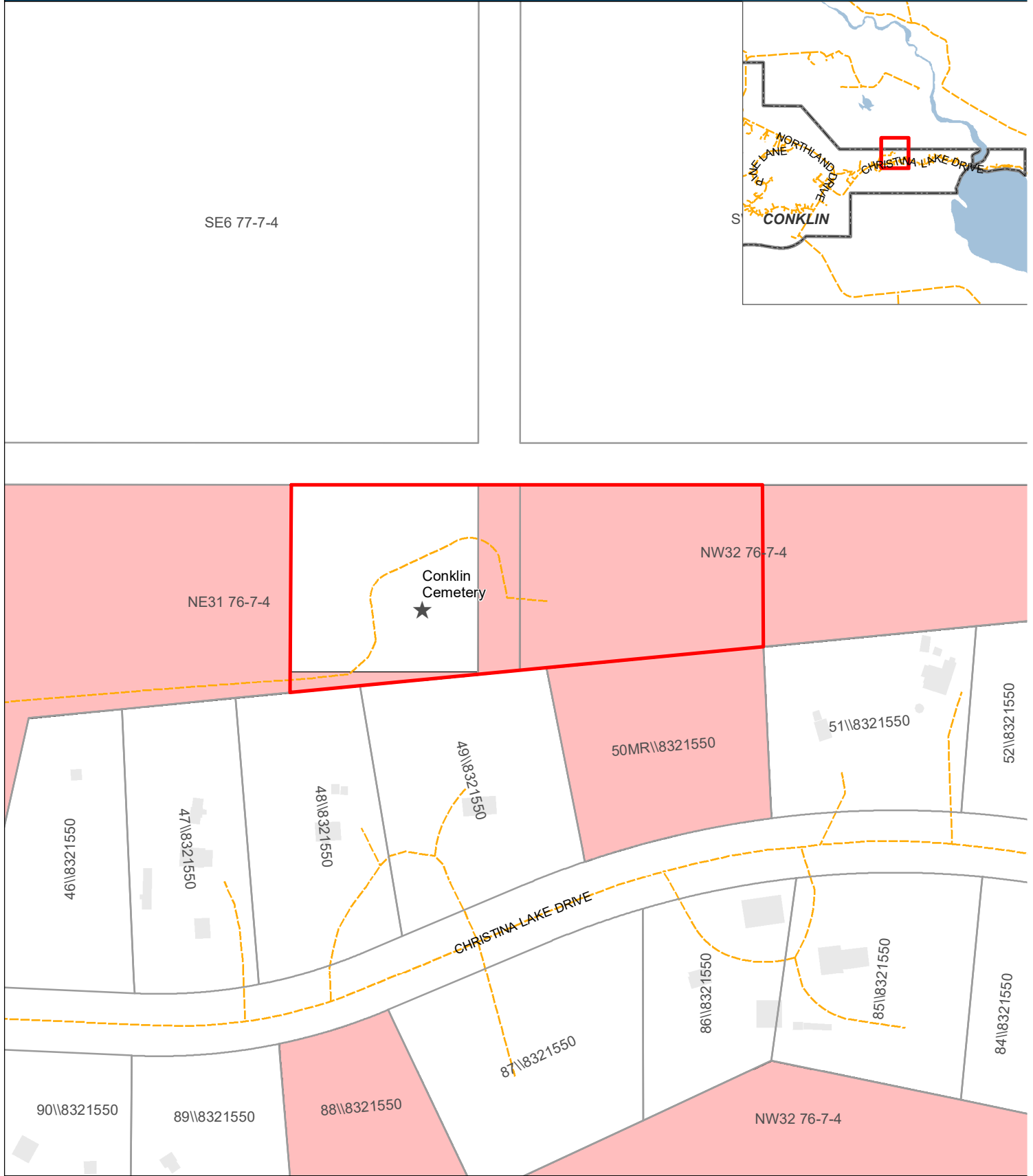
Map Produced for the Community  
Development Planning Branch

Packet Pg. 39

## SUBJECT AREA MAP

OT 76-7-4, Portion of NE31 76-7-4 and NW32 76-7-4

Land Use ByLaw Amendment from Urban Expansion (UE) to Public Service (PS)



Attachment: 2. Subject Area Map Ownership (LUB Amendment BL 19014 - Conklin Cemetery Redistricting)



Subject Area



Landmarks



Water Bodies



Survey Parcels



Building Outlines



Roadways



MUNICIPAL LAND



1 cm = 25 meters

Map Produced for the Community  
Development Planning Branch

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## Attachment 3

## BYLAW NO. 19/014

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

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

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

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

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

1. Land Use Bylaw No. 99/059 is hereby amended to redesignate lands described legally as OT 76-7-4 and a portion of NE 31 76-7-4 and NW32 76-7-4 from UE- Urban Expansion to PS - Public Service District.

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 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	June 4, 2019
Name of Presenter(s)	Gregg Saretsky, Kevin Weidlich
Organization Represented	Wood Buffalo Economic Development Corporation
Topic	Articles of Association
Please List Specific Points/Concerns	Changes to the Articles of Association per attached Briefing Note.
Action Being Requested of Council	Approval of amended Articles of Association
<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: RFP - WBEDC (Wood Buffalo Economic Development Corporation)



## BRIEFING NOTE – for *Municipal Council*

### Purpose: *For Decision*

#### ISSUE:

To update the Articles of Association for the Wood Buffalo Economic Development Corporation.

#### BACKGROUND:

The original Articles of Association for the organization were prepared prior to the appointment of our Board of Directors. Once the independent Board was appointed and actively engaged, they undertook a review of the Articles and are requesting changes. These changes have been reviewed with the RMWB legal department.

#### RECOMMENDATION:

##### *Substantive Changes*

**Article 3.1:** We would like to request a change to the number of Directors. Allowing for a range in the number of Directors rather than a fixed number allows the Board to expand or retract according to its strategic priorities.

**Article 3.2(f):** The addition of a Director with a tourism skillset was a condition to the merger agreement between the Fort McMurray Tourism and Wood Buffalo Economic Development Corporation.

**Article 7.1:** In an attempt to weigh the importance of public disclosure and public transparency with the obligation to protect confidential business matters that could jeopardize the business interest of the stakeholders, we are requesting the change to closed Board Meetings. We remain committed to providing transparency to our many stakeholders and the public through the following mechanisms:

1. Public Annual General Meeting
2. Annual Business Luncheon
3. Annual Report



**Subject: Wood Buffalo Economic Development Corporation -  
Amendment to Articles of Association****APPROVALS:****Annette Antoniak**\_\_\_\_\_  
Director\_\_\_\_\_  
Chief Administrative Officer**Recommended Motion:**

THAT the Chief Administrative Officer be directed to exercise the Municipality's membership rights for the Wood Buffalo Economic Development Corporation by signing a written Special Resolution amending the Articles of Association to the version at Attachment 3.

**Summary:**

The Board of Directors of the Wood Buffalo Economic Development Corporation (WBEDC) is requesting Council's approval to amend the Company's Articles of Association.

**Background:**

The WBEDC was incorporated by the Municipality on July 5, 2018 under Alberta's Companies Act. The Company has two members: the Chief Administrative Officer (CAO) and the Municipality. The WBEDC requires Council's consent to amend its Articles of Association because under the Companies Act, an amendment of the Articles of Association must be approved by Special Resolution of the member. Pursuant to the CAO Bylaw 17/021, when the Municipality is member of a Corporation, Council has reserved the right to exercise any power, duty or function of the Municipality member.

The inaugural Board of Directors was appointed by Council on July 10, 2018. Since that time, the Board has appointed a sub-committee of its Directors to oversee matters associated with the Company's start-up; one of their assigned tasks included a review of the Company's Articles of Association. Because the Articles of Association is an important document that specifies the regulations for a Company's operations and defines its purpose, providing the new Board of Directors with an opportunity to review and amend the document enables them to take some ownership over its contents and ensures consistency with the Board's intended practices and procedures.

### **Summary of Requested Changes:**

The majority of the requested amendments are minor and reflect changes to style and formatting. The substantive changes proposed by the WBEDC can be summarized as follows:

- 1) Deletion of the sections addressing appointment of the first Board of Directors and Chair: this amendment is intended to simplify the Articles; these sections are no longer required as the first Board of Directors and Chair have been appointed.
- 2) Amending the number of Directors from 11 to a range of no less than 9 and no more than 13: this amendment provides the Board with greater flexibility in ensuring the Board has the necessary skill set and also takes into account that Board vacancies may occur from time to time.
- 3) Including a requirement that one of the Directors shall have a tourism skill set: the WBEDC advises that it has amalgamated with Fort McMurray Tourism and this requirement ensures that promoting tourism in Fort McMurray is an important objective of the WBEDC.
- 4) Deletion of the requirement that Board meetings will be generally open to the public: the WBEDC advises that it intends to ensure public transparency and accountability is maintained by holding an Annual General Meeting that is open to the public; by hosting an annual business luncheon; publishing an annual report; and maintaining provisions in the Articles of Association that specify the Municipality's CAO is appointed ex-officio as Director and stipulate that the Mayor is entitled to attend all Board meetings.

Should Council wish to approve the WBEDC's request to amend the Articles as summarized and presented in Attachment 3, Administration recommends that Council pass a resolution instructing the CAO to exercise the Municipality's membership rights by signing a written Special Resolution amending the Articles of Association.

### **Strategic Priorities:**

Regional Economic Development

### **Attachments:**

- 1. Comparison Articles - Current & Proposed**
- 2. Current Articles**
- 3. Proposed Articles**

## ATTACHMENT 1 – COMPARISON BETWEEN CURRENT ARTICLES AND PROPOSED ARTICLES

ARTICLES OF ASSOCIATION OF  
WOOD BUFFALO ECONOMIC DEVELOPMENT CORPORATION

## ARTICLE 1 - PREAMBLE AND INTERPRETATION

## 1.1 Applicable Legislation

These Articles are to be read to comply with the Companies Act, R.S.A. 2000 and other applicable legislation. Unless otherwise specified in these Articles, terms used herein shall be taken as having the same meaning they have when used in the Companies Act.

## 1.2 Repeal of Previous Articles of Association

Those articles of association as filed at the Registrar on October 22, 2018 are hereby repealed in their entirety and are replaced with these Articles.

## 1.3 Definitions

In these Articles, unless the context otherwise requires:

- (a) "**Articles**" means these Articles of Association and any amendments thereto;
- (b) "**Board of Directors**" or "**Board**" means the Board of Directors of the Company;
- (c) "**Board Meeting**" means a duly called and constituted meeting of the Board of Directors;
- (d) "**Chair**" means the member of the Board who is appointed or elected as Chair;
- (e) "**Chief Administrative Officer**" or CAO means the person appointed by Council as Chief Administrative Officer of the Municipality;
- (f) "**Chief Executive Officer**" means the person appointed by the Board to serve as the senior executive officer of the Company;
- (g) "**Chief Legislative Officer**" means the person holding the position of Chief Legislative Officer of the Municipality;
- (h) "**Company**" means the Wood Buffalo Economic Development Corporation, a not-for-profit Company established under the Companies Act;
- (i) "**Companies Act**" means the Companies Act RSA 2000 C.-21 as amended;
- (j) "**Council**" means the elected council of the Municipality;
- (k) "**Councillor**" means an elected councillor of the Municipality;
- (l) "**Director**" means a ~~director~~ member of the Board of Directors of the Company;

(m) "**Members**" means the members of the Company as defined by the Companies Act and Article 2.1 of these Articles. When there is more than one Member a reference to a "Member" in the singular shall be read as a reference to "Members" in the plural;

(n) "**Meeting of the Directors**" includes any meeting of the Board, including Committee Meetings;

(o) "**Memorandum**" means the Memorandum of Association for Wood Buffalo Economic Development Corporation dated June 14, 2018 and filed with the Registrar of Corporations for the Province of Alberta on July 5, 2018.

~~(n)~~(p) "**Municipality**" means the Regional Municipality of Wood Buffalo, a specialized municipality under the Municipal Government Act (Alberta);

(q) "**Officer**" means an officer of WBEDC designated and appointed as such by the Board;

~~(o)~~(r) "**Resolution**" means a resolution passed by a majority of votes cast at a meeting of the Members or of the Directors, as the case may be.

## ARTICLE 2 - MEMBERSHIP

### 2.1 Members

The initial Members of the Company upon formation are the Municipality and the Chief Administrative Officer. In the event of a vacancy in the position of Chief Administrative Officer, the Council may appoint a replacement to serve as a Member while the vacancy in the position of Chief Administrative Officer exists. If after formation of the Company the Chief Administrative Officer resigns as a Member, the Council has no obligation to appoint a replacement Member and if the Council does not appoint a replacement the Company may continue with the Municipality as its sole Member.

### 2.2 Conflict-of-Interest

The Municipality shall not be deemed to be in conflict-of-interest with the Company by reason only of the Municipality entering into Contracts with the Company from time to time.

## ARTICLE 3 - APPOINTMENT OF DIRECTORS

### 3.1 Number of Directors

~~Except for the first~~The Board shall consist of no less than 9 Directors ~~which shall be 1 Director, the Board consists of eleven and no more than 13~~ Directors.

#### 3.2.1 Appointment of ~~First~~ Directors

~~After the replacement of the first Director, the second slate of Directors of the Company shall be appointed as follows:~~

~~The Council shall by resolution appoint ten Directors of the Company, including the Chair, and in so doing shall designate the term of each initial Director's appointment provided that three of the initial Directors shall be appointed for a term of one year, four for a term of two years, and three for a term of three years, with the Chair being one of the three Directors appointed for a term of three years;— and Vice-Chair~~

As Directors' terms expire, the Board shall appoint persons to fill the vacancies resulting from the expiring terms, in accordance with the following:

- (a) not more than 30 days prior to the expiry of the term of a Director the Board shall appoint a person to replace that Director, and the Director whose term is about to expire shall be entitled to vote on their replacement;
- (b) a Director who wishes to continue to serve in that capacity beyond one term may be re-appointed upon the expiry of that Director's first term of appointment, provided that no person shall serve more than six consecutive years in the capacity of Director;
- (c) if a Director whose term is expiring is also the Chair, then the Board shall also appoint from among the Directors (either existing or incoming) a replacement Chair as the case may be, provided however that no Director shall serve for more than three consecutive years in the capacity of Chair;
- (d) all appointments of Directors made by the Board shall be for terms of exactly three years, so that once per year only three of the twelve Directors terms will expire, but the Board may appoint its Chair for any period of time up to three years;
- ~~(a)~~(e) one of the Directors shall be the CAO and the person who holds the position of the CAO shall be appointed for an indefinite term; and
- (f) one of the directors shall have a tourism skillset;
- (g) if at any time a Director, except the Chair, is unable to continue in that capacity through to the end of that person's term then the Board shall appoint a replacement whose term of appointment shall be the unexpired portion of the term of the Director who is unable to continue; and
- (h) if the Board fails to make new appointments of Directors at the prescribed times under these Articles, then incumbent Directors shall continue in office until the new appointments are made.

~~(b)~~(i) Residency of Directors: At all times, the following shall be the composition of the Board:

- a. No less than six Directors and no more than ~~nineteen~~ ten Directors shall be ordinarily resident within the municipal boundaries of the Municipality;
- b. No less than two Directors and no more than five Directors shall be ordinarily resident outside the municipal boundaries of the Municipality; and
- c. For the purposes of this subsection, "ordinarily resident" means the place where in the settled routine of an individual's life, the individual regularly, normally or customarily lives.

### ~~3.2.2 Appointment of Subsequent Directors, Chair and Vice-Chair~~

~~After the first appointment in Section 3.1 and second appointment in Section 3.2.1 the Council shall no longer appoint Directors. As Directors' terms expire, the Board shall appoint persons to fill the vacancies resulting from the expiring terms, in accordance with the following:~~

- ~~(a) not more than 30 days prior to the expiry of the term of a Director the Board shall appoint a person to replace that Director, and the Director whose term is about to expire shall be entitled to vote on his or her replacement;~~
- ~~(a) a Director who wishes to continue to serve in that capacity beyond one term may be re-appointed upon the expiry of that Director's first term of appointment, provided that no person shall serve more than six consecutive years in the capacity of Director;~~
- ~~(b) if a Director whose term is expiring is also the Chair, then the Board shall also appoint from among the Directors (either existing or incoming) a replacement Chair as the case may be, provided however that no Director shall serve for more than three consecutive years in the capacity of Chair;~~
- ~~(c) all appointments of Directors made by the Board shall be for terms of exactly three years, so that once per year only three of the nine Directors terms will expire, but the Board may appoint its Chair for any period of time up to three years;~~
- ~~(d) if at any time a Director, except the Chair, is unable to continue in that capacity through to the end of that person's term then the Board shall appoint a replacement whose term of appointment shall be the unexpired portion of the term of the Director who is unable to continue;~~
- ~~(e) if the Board fails to make new appointments of Directors at the prescribed times under these Articles, then incumbent Directors shall continue in office until the new appointments are made; and~~
- ~~(f) residency of Directors: At all times, the following shall be the composition of the Board:
 
  - ~~i. No less than six Directors and no more than nine Directors shall be ordinarily resident within the municipal boundaries of the Municipality;~~
  - ~~ii. No less than two Directors and no more than five Directors shall be ordinarily resident outside the municipal boundaries of the Municipality; and~~
  - ~~iii. For the purposes of this subsection, "ordinarily resident" means the place where in the settled routine of an individual's life, the individual regularly, normally or customarily lives.~~~~

### 3.3 Exclusions

None of the following is eligible to be a Director:

- (a) a person under the age of 18 years;
- (b) a person who is found by a court to be mentally incompetent or of unsound mind;
- (c) a person who has been convicted of an indictable offence or a criminal offence involving fraud; or
- (d) a person who is a corporation.

### 3.4 Termination of Directors

- (a) A Director's appointment is terminated if:
- (i) the Director delivers a written resignation to the ~~Chief Executive Officer~~Chair with an effective resignation date;
  - (ii) the Director becomes a person described in Article 3.3;
  - (iii) the Director dies; or
  - (iv) the Director is absent from three ~~(3)~~ consecutive Board meetings.
- (b) If clause 3.43(a)(iv) applies the remaining Directors may by resolution at a subsequent Board meeting excuse the absences and reinstate the Director. Such reinstatement may be issued on such terms and conditions set out in the resolution as the Directors consider to be in the best interests of the company.

### 3.5 Casual Vacancies

The Board may at any time and from time-to-time appoint a new person as a Director to fill a vacancy on the Board for the balance of the term of the person whose departure created the vacancy.

### 3.6 Remuneration of Directors

No Director shall be remunerated for ~~his~~their services to the Board except for the Chair. The Chair shall be remunerated for ~~his~~their services as the Board may specify. The Board shall annually make publicly available the details of all remuneration received by the Chair.

### 3.7 Expense Reimbursement

The Directors shall be reimbursed for travelling and other expenses properly incurred by them in attending meetings of the Member, the Board, committees of the Board, Council meetings and Council committee meetings.

### 3.8 Conflict-of-Interest

No Director shall directly or indirectly receive any profit or financial benefit from ~~his~~their position provided that any Director who is engaged in or is a member of a firm or corporation engaged in any business or profession may, subject to the conflict of interest guidelines established by the Board, act in and be paid the usual professional fees and business charges for any professional work or other business required to be done in connection with the administration of the affairs of the Company.



## ARTICLE 4 - POWERS OF DIRECTORS

### 4.1 Administer Affairs

The Board shall oversee the affairs of the Company in all things and make or cause to be made for the Company, in its name, any contract that the Company may lawfully enter into and, save as hereinafter provided, generally exercise all other powers and do all other acts and things as the Company is authorized to do by its Memorandum of Association, the Companies Act or otherwise. The powers and authority granted to the Board of Directors shall be subject to any limitations and directions as set forth herein.

### 4.2 Delegation to the Chief Executive Officer

The Board may, by governance policy or by specific resolution, delegate specified responsibilities and decisions to the Chief Executive Officer, provided that the Board may not delegate responsibility for corporate governance, approval of budgets, or audit. The Board shall develop and approve a governance policy that specifies the accountabilities of the Board and Chief Executive Officer, one to the other.

### 4.3 Disposition or Pledging Assets

The Board has the authority to dispose of by sale or by lease any of the real or personal property of the Company in the ordinary course of carrying out the operations of the Company. The Board has the power to borrow money and to mortgage, pledge, or grant any security encumbering the real or personal property of the Company for the purposes of the company.

### 4.4 General Restriction of Board Power

The power of the Board to manage the business and affairs of the Company with respect to any matter which is expressed to be subject to any action or approval of the Member, is hereby restricted and reserved to the Member as outlined in Section 4.5.

### 4.5 Specific Restriction of Board Power

In addition to all other matters which are subject to the exclusive authority of the Members of a company under any provision of the Companies Act or are subject to any approval or action of the Member under these Articles, the following matters pertaining to the business and affairs of the Company are reserved exclusively to the authority and approval of the Member who shall have all power to:

- (a) make, amend or repeal the Memorandum and the Articles;
- (b) authorize any investigation of the business and affairs of the Company;
- (c) cause or enable the Company to enter into any merger or amalgamation with any other corporate entity;
- (d) approve the sale, lease, exchange or disposal of all or substantially all or a material portion of the property of the Company;

- (e) approve the continuance of the Company under any other legislation including the laws of another jurisdiction.

#### 4.6 Specific Board Authority

Without limiting the generality of Section 4.1, for greater certainty the Board shall have all power to:

- (a) approve operating and capital budgets;
- (b) approve all re-allocations among programs for operating and capital budgets;
- (c) approve the compensation to be paid to and benefit plans, if any, to be established for the Chair of the Board but in respect only to their ~~his~~ services as Chair;
- (d) approve the compensation to be paid and benefit plans, if any, to be established for the Chief Executive Officer of the Company;
- (e) assess, review and approve strategic plans for the Company and its divisions;
- (f) safeguard the assets of the Company;
- (g) prepare annual and quarterly financial operating reports and deliver them to the Member;
- (h) report to the Member at the meetings of the Company and otherwise as the Member may request on strategies, goals and objectives ~~of~~ the Company;
- (i) recommend to the Member for approval all necessary or desirable alterations or additions to the Memorandum and the Articles to enable and better facilitate the efficient management of the Company and the pursuit of its objects;
- (j) meet regularly with and receive the reports of the auditor;
- (k) delegate to committees of the Board or any one or more officers, special powers with respect to the execution of instruments and the use of the corporate seal;
- (l) approve all borrowing requirements of the Company within its operating and capital budgets;
- (m) authorize and delegate to one or more financial officers of the Company the authority to deal directly with one or more persons designated by the Board in respect of the short-term borrowing requirements of the Company; and
- (n) appoint and reappoint all officers of the Company for one or more terms and remove any person appointed or reappointed to any office.

## ARTICLE 5 - INDEMNITIES OF DIRECTORS AND OTHERS

### 5.1 Indemnities

Every Director and Officer of the Company and their respective heirs, executors and administrators, and estates and effects, shall at all times be indemnified and saved harmless by the Company from and against:

- (a) all costs, charges and expenses which such Director or Officer incurs or sustains resulting from any legal action, suit or proceeding arising from executing the duties of ~~his or her~~their office; and
- (b) all other costs, charges and expenses relating to the Company's affairs.

provided however that a Director is not indemnified against costs, charges or expenses resulting from the Director's own neglect or misconduct.

### 5.2 Contract of Indemnity

The Board may cause the Company to enter into a contract to indemnify any Director, Officer, employee, agent or other person who has undertaken or is about to undertake any liability on the Company's behalf.

### 5.3 Insurance

The Board shall ensure that Directors' and Officers' errors and omissions and liability insurance coverage is maintained at all times.

## ARTICLE 6 - OFFICERS AND THE CHIEF EXECUTIVE OFFICER

### 6.1 Officers

- (a) The Officers of the Company shall be the Chair, Vice-Chair, Secretary, Treasurer, Chief Executive Officer and such other officers as the Board may by resolution determine (the "Officers"). Any two ~~(2)~~ or more offices may be held by the same person. ~~An Officer, with the exception of the Chief Executive Officer, shall be a Director.~~
  - (b) All Officers shall be appointed by resolution of the Board and shall hold office at the pleasure of the Board. Officers are eligible for reappointment.
- ~~(a) Notwithstanding the foregoing, the inaugural Chair that is part of the second slate of Directors of the Company shall be appointed by resolution of Council in accordance with Section 3.2.1.~~

### ~~1.2 Chair~~

## 6.2 Chair

The Chair shall preside ~~at over~~ all meetings of the Members, and the Board, ~~and any committees of which the Chair is a member.~~

## 6.3 Vice-Chair

The Vice-Chair shall, in the absence of the Chair, perform the duties and exercise the powers of the Chair.

## 6.4 Secretary

The Board shall appoint and, thereafter, may reappoint or remove any person as the Secretary. The Secretary shall attend at and be the secretary of all meetings of the Board and all meetings of the Member. The Secretary shall ordinarily:

- (a) enter or cause to be entered in records kept for that purpose, minutes of all proceedings at all meetings;
- (b) give or cause to be given, as and when instructed, all notices to the Member, ~~the Councillors,~~ Directors, officers, auditors, and members of committees of the Board;
- (c) except when another officer or agent has been appointed by the Board or the CEO for that purpose, be the custodian of the corporate seal of the Company and of all books, papers, records, documents and instruments belonging to the Company;
- ~~(a) — maintain a depository for all certificates of the Chief Legislative Officer with respect to the designation or revocation of the status of any person as a “Councillor”;~~
- (d) maintain all registers required by the Members, the Board, the Articles and the Companies Act; and
- (e) maintain registers of ~~Councillors,~~ Directors, officers, auditors, and members of committees of the Board and in each register specify the recorded address of each person named therein.

The Secretary shall also have such other powers and duties as the Board or the CEO may specify.

## 6.5 Treasurer

The Board shall appoint and, thereafter may reappoint or remove any person as the Treasurer. The Treasurer shall ordinarily.

- (a) have general charge of the finances of the Company;
- (b) regularly report to the Board and render true accounts of the financial condition of the Company and of all transactions of the Company made by or within the knowledge of the Treasurer;
- (c) as soon as possible after the close of each financial year, make and submit to the Board a report of all transactions of the Company made by or within the knowledge of the Treasurer; and

- (d) together with the Chief Executive Officer and employees, have charge and custody of and be responsible for keeping the books of account required to be kept pursuant to the laws governing the Company.

The Treasurer shall also have all other powers and duties as the Board or the CEO may specify

#### **6.6 Chief Executive Officer**

The Board shall appoint and, thereafter, may reappoint or remove the Chief Executive Officer. The Chief Executive Officer, subject to and in accordance with these Articles including without limitation the power and authority reserved to the Board and the Member, may act for and on behalf of and in the name of the Board or the Company concerning any matter that is within the power of the Board and the Company. The CEO shall ordinarily:

- (a) make recommendations to the Board regarding policies and general oversight of the affairs of the Company;
- (b) in consultation with the Board, establish organizational structure of the Company;
- (c) establish overall objectives and plans for Board approval and take reasonable steps to ensure implementation of the overall objectives and plans approved by the Board;
- (d) in consultation with the Board, establish corporate priorities and allocate corporate resources accordingly;
- (e) direct the management of the Company;
- (f) establish employee compensation and benefit plans;
- (g) except as limited by the Board, specify the powers and duties of the Company's officers and employees;
- (h) consult with the Chair on the performance of the officers and review their performance on a periodic basis;
- (i) together with the Chair of the Board:
  - (i) advise the Board of the business and affairs of the Company;
  - (ii) sign reports, recommendations and proposals of the Board to be presented to the Members; and
  - (iii) attend at and report to all meetings of the Member and the Board.

#### **6.7 Variation of Duties**

The Board may vary, add to or limit the powers and duties of any Officer.

## 6.8 Remuneration of Officers

Officers, except for the Chief Executive Officer and Chair, shall not be paid any remuneration for their services, but shall receive reimbursement for all reasonable expenses necessarily incurred in fulfillment of their duties.

## 6.9 Removal from Office

With the exception of the Chair, the Board may remove any officer of the Company without prejudice to the rights of that officer under any employment contract with the Company. Until an officer is removed, resigns, or becomes ineligible to hold office, that officer shall hold office until a successor to that officer is appointed.

## 6.10 Conflict of Interest

An officer who has, or who serves as an employee, director or officer of a person who has, a financial interest in a material contract or proposed contract with the Company shall disclose in writing to the Board or request to have entered in the minutes of meetings of the Board the nature and extent of the disclosed interest substantially as contemplated herein.

# ARTICLE 7 - DIRECTOR MEETINGS, DUTIES AND RULES

## 7.1 Meetings

The Directors may meet in person, by teleconference, videoconference or other satisfactory means of communication that enables all members to hear one another, subject always to these Articles. A Director participating in a meeting by electronic means shall be deemed to be present at the meeting.

(a) the Directors will meet at least once every three ~~(3)~~ months;

~~(b) Board meetings shall be generally open to the public provided that if a matter of business is deemed by the Chair in consultation with the Chief Executive Officer to be a matter that should be kept confidential in the best interests of the Company and/or in accordance with the request of a person with whom the Company does or proposes to do business, that matter may be dealt with in camera;~~

~~(c) Board meetings shall be preceded by public notice which shall include a copy of the proposed meeting agenda; and~~

(b) The Mayor of the Municipality shall be entitled to attend at and participate in all Board meetings, including those held in camera, provided that the Mayor shall not be entitled to exercise a vote at a Board meeting, and provided also that the same notices of meeting, agendas and background material for Board meetings shall be provided to the Mayor as are provided to Directors, with the same advance notice as is given to Directors.

## 7.2 Chair

If the Chair is not present within thirty ~~(30)~~ minutes after the time appointed for the holding of a meeting, or if the Chair is unable to attend the meeting, the Vice-Chair shall be the chair of the meeting.

Failing the attendance of both the Chair and the Vice-Chair, the Board, if a quorum is present, may appoint a temporary chair of the meeting or reschedule the meeting to a new date and time within ten days, in consultation with the Chair.

### 7.3 Quorum

- (c) A quorum of the Board is a majority of Directors.
- (d) If quorum cannot be achieved, the meeting cannot be called to order and must be rescheduled to a new date and time not sooner than three ~~(3)~~ days and not more than fifteen ~~(15)~~ days later in consultation with the Chair. All Directors shall be sent timely notice of the new date and time.

### 7.4 Requisition of Board Meeting

A meeting of Directors shall be called by the Secretary promptly upon receipt of a requisition for a meeting signed by three ~~(3)~~ or more Directors, or may be called at any time at the direction of the Chair.

### 7.5 Notice

- (a) The Board of Directors and the Chief Legislative Officer of the Municipality shall be provided at least ten ~~days~~days' written notice of a Board meeting.
- (b) If the Board of Directors shall appoint a day or days in a month or months for its regular meetings, specific notice of such meetings will not be required, but each Director will be provided with an agenda and supporting material at least ~~two (2)~~seven days before each meeting.
- (c) Directors may by unanimous consent in writing waive the notice period to convene a meeting and may give such waiver before, during or after the meeting.

### 7.6 Resolutions

- (a) Any Director, excluding the Chair of the meeting, shall be entitled to move or propose a resolution at a Board Meeting.
- (b) A resolution in writing, signed by all the Directors ~~shall be entitled to vote on that resolution at a meeting of the Board, is as valid and effectual as if it had been passed at a Board Meeting duly called and constituted~~ meeting of the Board and a resolution so signed shall be held to relate back to any date therein stated to be the effective date thereof.

### 7.7 Voting

Each Director present at a Board meeting shall have one vote, including the Chair of the meeting. All votes shall be taken by a show of hands or by any other means, unless a resolution is passed to adopt a secret ballot.



## 7.8 Deficiencies

No act or proceeding of the Board is invalid because of a defect in the appointment of a Director or the disqualification of a Director.

## 7.9 Disclosure of Interest in Contracts

Every Director who has, directly or indirectly, any interest in any contract or transaction to which the Company is or is to be a party shall declare ~~his~~their interest in such contract or transaction at a Board meeting and shall, at that time, disclose the nature and extent of such interest. Such a Director shall absent ~~himself~~themselves during any discussions and the vote of the Directors on said matter.

## 7.10 Action by the Board

The Board may transact any business within its power at a meeting at which a quorum is present at the commencement thereof. If quorum is lost after a Board meeting begins ~~than~~then the meeting may nevertheless continue and business may be transacted if all the remaining Directors who were present at the beginning of the meeting give their consent.

## 7.11 Board Action Despite Vacancy

Where there is a vacancy in the Board, the remaining Directors shall constitute and may exercise all the powers of the Board so long as a quorum remains in office.

## 7.12 Place of Meetings

Meetings of the Board shall ordinarily be held at any place in the Regional Municipality of Wood Buffalo but, with the consent of all Directors, may be held at any place in Alberta.

## ~~1.3~~ Notice of Meeting

~~Notice of the time and place of each meeting of the Board shall be given in the manner provided in these Articles to each Director and to the Chief Administrative Officer and Chief Legislative Officer of the Municipality, not less than three working days before the day when the meeting is to be held. A notice of a meeting of the Board must specify the purpose of, or the business to be transacted at the meeting.~~

## 7.13 Meeting Agenda

The agenda for any meeting of the Board may be set or approved by the Chair of the Board or by another person who is the chair for that meeting.

## 7.14 Rules of Procedure

The chair of any meeting of the Board may establish and rule on the rules of procedure to be followed at the meeting at which that person is the chair.

## 7.15 Votes to Govern

At all meetings of the Board, every question shall be decided by a majority of the votes cast on the question.

### ~~1.4 — Signed Resolution~~

~~A resolution in writing, signed by all the Directors entitled to vote on that resolution at a meeting of the Board, is as valid as if it had been passed at a meeting of the Board and a resolution so signed shall be held to relate back to any date therein stated to be the effective date thereof.~~

## 7.16 Conflict of Interest

~~(a) — In this article:~~

~~(i) — “contract” includes arrangement;~~

~~(ii) — “meeting of Directors” includes a meeting of any committee of the Board;~~

- (a) Subject to this article, a Director who is in any way, directly or indirectly, financially interested in a contract or proposed contract with the Company shall declare that interest at a meeting of the Board;
- (b) In the case of a proposed contract, the declaration to be made by a Director shall be made at the meeting of Directors at which the question of entering into the contract is first taken into consideration, or, if the Director is not at the date of that meeting interested in the proposed contract, at the next meeting of the Board held after that Director becomes so interested, and in a case where that Director becomes interested in a contract after it is made, the declaration shall be made at the first meeting of the Board held after that Director becomes so interested;
- (c) For the purpose of this article, a general notice given by a Director to the effect that the Director is a member of or otherwise interested in any other company or is a member of a specified firm and is to be regarded as interested in any contract made with that other company or firm, shall be deemed to be a sufficient declaration of interest in relation to any contract so made;
- (d) No Director shall vote in respect of any contract or proposed contract in which that Director is so interested and if that Director does so vote, that vote shall not be counted;
- (e) Section (ed) does not apply:
  - (i) in the case of a contract by or on behalf of the Company to give to the Directors or any of them security for advances or by way of indemnity;
  - (ii) in the case of a contract between the Company and any other company when the interest of the Director in that other company consists solely of being a director or officer of that other company and the holder of not more than the minimum number of shares in that other company (if any) required to qualify as a director;
- (f) A Director who has made a declaration of interest in a contract or proposed contract in compliance with this article and has voted in respect of that contract contrary to the prohibition in section (ed)

if the prohibition applies, is not accountable to the Company or the Member or any creditors of the Company, by reason only of the Director holding that office or of the fiduciary relationship thereby established, for any profit realized by the contract

#### **7.17 Duties of Directors**

Every Director shall act honestly and in good faith with a view to the best interests of the Company and shall exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.

#### **7.18 Minutes**

The Board shall cause minutes to be duly entered in books provided for the purpose:

- (a) of all appointments of officers;
- (b) of the names of the Directors present at each meeting of the Board and of any committee of the Board;
- (c) of all resolutions made by the Board and of committees of the Board;
- (d) of all resolutions and proceedings of meetings of the Members and of meetings of the Board and of Committees of the Board;
- (e) and any of those minutes if purporting to be signed by the chair of that meeting, or by the chair of the next succeeding meeting, shall be receivable as prima facie evidence of the consideration of the matters stated, business conducted and resolutions considered and passed as stated therein.

#### **7.19 Transaction of Business**

The powers of a committee of the Board may be exercised by a meeting at which a majority of the members of that committee is present or by resolution in writing signed by all members of that committee who would have been entitled to vote on that resolution at a meeting of that committee and a resolution so signed shall be held to relate back to any date therein stated to be the effective date thereof.

### **ARTICLE 8 - COMMITTEES**

#### **8.1 Committees**

- (a) The Board may create standing and ad hoc committees consisting of such Directors and other persons, and for such purposes, as the Board deems appropriate.
- (b) The chair of each committee created by the Board shall be a Director.
- (c) Committee members, including the committee chair, shall be appointed by resolution.

- (d) Each committee shall have a Terms of Reference or work plan consistent with the Company's governance policies.
- (e) The provisions relating to proceedings at Board Meetings set forth in these Articles shall apply to committee meetings except as otherwise specifically provided for in this Article 8. Committees shall conform to any additional rules imposed by Directors.
- (f) Standing and ad hoc committees shall provide a written or verbal report to the Board at every Board meeting. The Board shall take into consideration, but shall not be bound by, the recommendations of any committee.

## **8.2 Committee Meetings**

Meetings of any committee shall be held at any time and place to be determined by its members, provided that forty-eight ~~(48)~~ hours' notice of a meeting is given to each member by e-mail, telephone or fax. Otherwise, notice ~~by mail~~ shall be sent at least ~~seven (7)~~ten days prior to the meeting.

## **8.3 Notice of Committee Meetings**

No error or omission in giving notice of any meeting of any standing or ad hoc committee shall invalidate the meeting or make void any of its proceedings. Any member of a committee may at any time waive notice of any meeting and may ratify, approve and confirm any and all proceedings of that meeting.

## **8.4 Remuneration of Committee Members**

Committee members shall not be paid any remuneration for their services, but shall receive reimbursement for all reasonable expenses necessarily incurred in fulfillment of their duties.

# **ARTICLE 9 - MEETINGS OF THE MEMBER**

## **9.1 Annual General Meeting**

There shall be an annual general meeting of the Member which shall be held on such day and at such place each year as the Board shall determine.

## **9.2 Business of the Meeting**

At every annual general meeting of the Member, in addition to any other business that may be transacted, the report of the Directors, the financial statements and the report of the auditors of the Company shall be presented and auditors appointed for the ensuing year. The Member may consider and transact any business, either special or general, at any meeting of the Member.

## **9.3 Notice**

At least twenty-one ~~(21)~~ days prior written notice shall be given to the Member, the public and each Director of each Annual General Meeting of the Company.

#### 9.4 Persons Entitled to be Present

The persons entitled to be present at any meeting of the Member shall be the ~~Councillors, the~~ Directors, officers and auditors of the Company, ~~and Mayor, Council and~~ the Chief Administrative Officer ~~and Chief Legislative Officer and Regional Legal Counsel~~ of the Municipality (or their designates). Any other person may attend upon the invitation of the chair of the meeting or with the consent of all persons present and entitled to vote.

#### 9.5 Quorum and Voting

A quorum is present for any meeting of the Member if a majority of ~~the Councillors~~ Mayor and Council are present, regardless of whether the Chief Administrative Officer is present or is still a Member at the time of the meeting. A resolution at any meeting of the Member is passed if a majority of ~~the Councillors~~ Mayor and Council present vote in favour of the resolution.

#### 9.6 Meetings of Member Following Council Meeting

A notice of a meeting of the Member may specify that the meeting of the Member shall commence after a specified meeting of the Council and any notice to that effect, when otherwise given in compliance with these Articles shall not be invalid and the meeting of the Member convened thereby shall not be considered to be improperly convened or improperly held.

#### 9.7 Business at Annual General Meetings

At every annual general meeting of the Member required by the Companies Act, the Member shall consider and may pass one or more resolutions with respect to:

- (a) the financial statements of the Company;
- (b) the ~~auditor's~~ auditor's report;
- (c) appointment of the auditor;
- ~~(c)~~(d) significant events, past or expected;
- ~~(d)~~(e) an outlook or plan for the remainder of the calendar year;
- ~~(e)~~(f) goals and objectives for the next calendar year;
- ~~(f)~~(g) all outstanding matters requiring the approval of the Members;
- ~~(g)~~(h) matters of concern to the Members or any Member ~~or any Councillor~~ with respect to the company; and
- ~~(h)~~(i) all other matters which the Board wishes to raise with the Mem\_ber.

### 9.8 Extraordinary General Meetings

The Board and the ~~Municipality~~Member shall each have the right to call an extraordinary general meeting of the Company.

### 9.9 Notice of Several Meetings

An extraordinary general meeting and the annual general meeting may be convened by the same notice, and it shall be no objection to that notice that it only convenes the second meeting contingent upon any resolution being passed by the requisite majority at the first meeting.

### 9.10 Meetings Without Notice

A meeting of the Member may be held without notice at any time and place permitted by the ~~Companies~~ Act if all Councillors are present or waive notice of or otherwise consent to the meeting being held.

### 9.11 Resolution of Council

A resolution of the Council in the exercise of any Member's right shall only be binding on the Company as an exercise of that right when a copy of that resolution is certified by the Chief Legislative Officer and deposited with the Secretary.

## ARTICLE 10 - CORPORATE SEAL AND EXECUTION OF DOCUMENTS

### 10.1 Corporate Seal

- (a) The Secretary shall be responsible for the corporate seal, which, along with all relevant corporate documents, shall be kept at the Company's head office.
- (b) The Directors shall pass a resolution regarding the execution of instruments and the use of the seal with respect to contracts, documents or instruments in writing not inconsistent with these Articles. All contracts, documents and instruments in writing so executed shall be binding upon the Company without any further authorization or formality.
- (c) The Directors may from time to time, by Resolution, appoint an Officer or Officers on behalf of the Company to sign a specific contract, document or other instrument in writing, with or without the corporate seal.

### 10.2 Securing Corporate Documents

The Chief Executive Officer shall take reasonable steps to ensure that Board meeting agenda packages, minutes, resolutions, notices, filings, corporate reports and any other documentation required by the Companies Act, other applicable legislation and these Articles are secured in the head office.

### 10.3 Banking Authority

Directors shall by resolution designate the Chair and Treasurer or alternates as signing authorities for the Company's bank account or accounts.

## ARTICLE 11 – FINANCIAL RECORDS, AUDIT AND ACCOUNTING

### 11.1 Records and Accounts

The Chief Executive Officer shall take reasonable steps to ensure that proper accounting records for the Company are maintained to enable accurate identification of the Company's financial position, operations, surplus, cash flow, deficits and liabilities, and every other transaction affecting the financial position of the Company.

### 11.2 Inspection of Books and Records

Unless the Board determines otherwise, the books of account and accounting records of the Company shall be kept at the registered office of the Company and those books and records shall always be open to the inspection of any Director, ~~Councillor~~Member or auditor ~~or the Chief Administrative Officer (or designate).~~

### 11.3 Fiscal Year

The Company's fiscal year begins on January ~~1<sup>st</sup>~~1 and concludes on December ~~31<sup>st</sup>~~31 in each year.

### 11.4 Auditor

- (a) The Directors shall ~~appoint~~recommend to the Member appointment of an auditor qualified as an auditor in the Province of Alberta at the Annual General Meeting.
- (b) The Directors shall forthwith fill any vacancy occurring in the office of the auditor.
- (c) An auditor may be removed before the expiration of ~~his~~their term by Special Resolution of the Member upon which another auditor shall be appointed by a majority vote of the Member for the duration of the term.
- (d) No Director and no employee of the Company shall be an auditor of the Company or employed by an auditor of the Company.
- (e) The auditor may attend Board Meetings.
- (f) The auditor shall audit the accounts of the Company and shall report to the Member at the Annual General Meeting.
- (g) The Company's auditor shall report its results to the Board and the Board will report the results to the Member.



### 11.5 Audited Financial Statements

- (a) The Board shall at least once in every fiscal year cause financial statements of the Company to be prepared and audited. The financial statements shall be prepared in accordance with Generally Accepted Accounting Principles as established by the Canadian Institute of Chartered Accountants.
- (b) Following the Board's approval, the audited financial statements shall be provided to the ~~Chief Administrative Officer~~ Member at the Annual General Meeting.

### 11.6 Banking

The Chief Executive Officer shall cause one or more accounts to be established in a bank, trust company, credit union, Province of Alberta Treasury Branch or other like financial institution with respect to the funds of the Company (the "Bank Accounts") and shall ensure that appropriate controls are imposed on the Bank Accounts.

The Board shall by resolution designate the persons who have signing authority on any Bank Account.

## ARTICLE 12 - INVESTMENTS AND BORROWING

### 12.1 Investment Powers of the Board

The Board shall be restricted to the same investment restrictions as imposed upon the Municipality by statute or regulation. The Board may develop and approve governance policies dealing with investments as long as they are not inconsistent with the Municipality's investment restrictions.

### 12.2 Borrowing

The Board of Directors may, with the consent or approval of Council, borrow for operating or capital purposes or guarantee the debts or obligations of a third party.

## ARTICLE 13 - NOTICES

### 13.1 Delivery of Notice

Any notice to be given pursuant to these Articles may be delivered to the Member or to a Director either personally or by prepaid mail addressed to the last address as recorded in the records of the Company. A notice sent by mail shall be deemed to be delivered on the third ~~(3<sup>rd</sup>)~~ business day following the date of mailing. In the case of a postal strike or other disruption of service, only personal delivery or delivery by courier shall be effective. A notice may also be given by fax transmission or e-mail where a Member or a Director provides a fax number or e-mail address to the Secretary, in which case service shall be deemed to have been effected at the time of the transmission as long as transmission receipt or delivery receipt is retained by the Secretary.

## ARTICLE 14 - DISTRIBUTION OF ASSETS AND DISSOLUTION

### 14.1 Distribution of Assets upon Dissolution

Upon dissolution of the Company, after payment of all liabilities, the assets and property of the Company shall be paid and distributed to the Municipality.

## ARTICLE 15 - RELATIONS WITH NOMINATING ENTITIES AND THE PUBLIC

### 15.1 Public Notices

The Directors may from time to time cause to be published public notices with respect to the affairs of the Company.

## ARTICLE 16 - PRIVATE COMPANY

### 16.1 Public Subscription

The Company prohibits any invitation to the public to subscribe for any debenture of the Company.

### 16.2 Restriction on Transfer of Interest

Transfer of a Member's interest in the Company is prohibited with the exception that the Chief Administrative Officer, upon ~~his/her~~their departure from office as Chief Administrative Officer and if still a Member at that time, shall transfer membership interest to any successor Chief Administrative Officer.

### 16.3 Restriction on Members

The Company limits the number of its members to 50 or less, exclusive of persons who are in the employment of the Company, and persons who, having been formerly in the employment of the Company, were while in that employment and continued after the determination of that employment to be members of the Company.

## ARTICLES OF ASSOCIATION OF WOOD BUFFALO ECONOMIC DEVELOPMENT CORPORATION

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### ARTICLE 1 - PREAMBLE AND INTERPRETATION

#### 1.1 Applicable Legislation

These Articles are to be read to comply with the *Companies Act*, R.S.A. 2000 and other applicable legislation. Unless otherwise specified in these Articles, terms used herein shall be taken as having the same meaning they have when used in the *Companies Act*.

#### 1.2 Repeal of Previous Articles of Association

Those articles of association as filed at the Registrar on July 5, 2018 and dated June 14, 2018 are hereby repealed in their entirety and are replaced with these Articles.

#### 1.3 Definitions

In these Articles, unless the context otherwise requires:

- (a) **"Articles"** means these Articles of Association and any amendments thereto;
- (b) **"Board of Directors"** or **"Board"** means the Board of Directors of the Company;
- (c) **"Board Meeting"** means a duly called and constituted meeting of the Board of Directors;
- (d) **"Chair"** means the member of the Board who is appointed or elected as Chair;
- (e) **"Chief Administrative Officer"** or **"CAO"** means the person appointed by Council as Chief Administrative Officer of the Municipality;
- (f) **"Chief Executive Officer"** means the person appointed by the Board to serve as the senior executive officer of the Company;
- (g) **"Chief Legislative Officer"** means the person holding the position of Chief Legislative Officer of the Municipality;
- (h) **"Company"** means the Wood Buffalo Economic Development Corporation, a not-for-profit Company established under the *Companies Act*;
- (i) **"Companies Act"** means the Companies Act RSA 2000 C.-21 as amended;
- (j) **"Council"** means the elected council of the Municipality;
- (k) **"Councillor"** means an elected councillor of the Municipality;
- (l) **"Director"** means a director of the Company;
- (m) **"Members"** means the members of the Company as defined by the *Companies Act* and Article 2.1 of these Articles. When there is more than one Member a reference to a

“Member” in the singular shall be read as a reference to “Members” in the plural;

- (n) **"Municipality"** means the Regional Municipality of Wood Buffalo, a specialized municipality under the *Municipal Government Act* (Alberta);
- (o) **"Resolution"** means a resolution passed by a majority of votes cast at a meeting of the Members or of the Directors, as the case may be.

## ARTICLE 2 - MEMBERSHIP

### 2.1 Members

The initial Members of the Company upon formation are the Municipality and the Chief Administrative Officer. In the event of a vacancy in the position of Chief Administrative Officer, the Council may appoint a replacement to serve as a Member while the vacancy in the position of Chief Administrative Officer exists. If after formation of the Company the Chief Administrative Officer resigns as a Member, the Council has no obligation to appoint a replacement Member and if the Council does not appoint a replacement the Company may continue with the Municipality as its sole Member.

### 2.2 Conflict-of-Interest

The Municipality shall not be deemed to be in conflict-of-interest with the Company by reason only of the Municipality entering into Contracts with the Company from time to time.

## ARTICLE 3 - APPOINTMENT OF DIRECTORS

### 3.1 Number of Directors

Except for the first Board of Directors which shall be 1 Director, the Board consists of eleven Directors.

#### 3.2.1 Appointment of First Directors

After the replacement of the first Director, the second slate of Directors of the Company shall be appointed as follows:

- (a) The Council shall by resolution appoint ten Directors of the Company, including the Chair, and in so doing shall designate the term of each initial Director's appointment provided that three of the initial Directors shall be appointed for a term of one year, four for a term of two years, and three for a term of three years , with the Chair being one of the three Directors appointed for a term of three years;
- (b) One of the Directors shall be the CAO and the person who holds the position of the CAO shall be appointed for an indefinite term; and
- (c) Residency of Directors: At all times, the following shall be the composition of the Board:
  - (i) No less than six Directors and no more than nine Directors shall be ordinarily resident within the municipal boundaries of the Municipality;

- (ii) No less than two Directors and no more than five Directors shall be ordinarily resident outside the municipal boundaries of the Municipality; and
- (iii) For the purposes of this subsection, “ordinarily resident” means the place where in the settled routine of an individual’s life, the individual regularly, normally or customarily lives.

### **3.2.2 Appointment of Subsequent Directors, Chair and Vice Chair**

After the first appointment in Section 3.1 and second appointment in Section 3.2.1 the Council shall no longer appoint Directors. As Directors’ terms expire, the Board shall appoint persons to fill the vacancies resulting from the expiring terms, in accordance with the following:

- (a) not more than 30 days prior to the expiry of the term of a Director the Board shall appoint a person to replace that Director, and the Director whose term is about to expire shall be entitled to vote on his or her replacement;
- (b) a Director who wishes to continue to serve in that capacity beyond one term may be re-appointed upon the expiry of that Director’s first term of appointment, provided that no person shall serve more than six consecutive years in the capacity of Director;
- (c) if a Director whose term is expiring is also the Chair, then the Board shall also appoint from among the Directors (either existing or incoming) a replacement Chair as the case may be, provided however that no Director shall serve for more than three consecutive years in the capacity of Chair;
- (d) all appointments of Directors made by the Board shall be for terms of exactly three years, so that once per year only three of the nine Directors terms will expire, but the Board may appoint its Chair for any period of time up to three years;
- (e) if at any time a Director, except the Chair, is unable to continue in that capacity through to the end of that person’s term then the Board shall appoint a replacement whose term of appointment shall be the unexpired portion of the term of the Director who is unable to continue;
- (f) if the Board fails to make new appointments of Directors at the prescribed times under these Articles, then incumbent Directors shall continue in office until the new appointments are made; and
- (g) residency of Directors: At all times, the following shall be the composition of the Board:
  - i. No less than six Directors and no more than nine Directors shall be ordinarily resident within the municipal boundaries of the Municipality;
  - ii. No less than two Directors and no more than five Directors shall be ordinarily resident outside the municipal boundaries of the Municipality; and
  - iii. For the purposes of this subsection, “ordinarily resident” means the place

where in the settled routine of an individual's life, the individual regularly, normally or customarily lives.

### **3.3 Exclusions**

None of the following is eligible to be a Director:

- (a) a person under the age of 18 years;
- (b) a person who is found by a court to be mentally incompetent or of unsound mind;
- (c) a person who has been convicted of an indictable offence or a criminal offence involving fraud; or
- (d) a person who is a corporation.

### **3.4 Termination of Directors**

- (a) A Director's appointment is terminated if:
  - (i) the Director delivers a written resignation to the Chief Executive Officer with an effective resignation date;
  - (ii) the Director becomes a person described in Article 3.3;
  - (iii) the Director dies; or
  - (iv) the Director is absent from three (3) consecutive Board meetings.
- (b) If clause 3.4(a)(iv) applies the remaining Directors may by resolution at a subsequent Board meeting excuse the absences and reinstate the Director. Such reinstatement may be issued on such terms and conditions set out in the resolution as the Directors consider to be in the best interests of the Company.

### **3.5 Casual Vacancies**

The Board may at any time and from time-to-time appoint a new person as a Director to fill a vacancy on the Board for the balance of the term of the person whose departure created the vacancy.

### **3.6 Remuneration of Directors**

No Director shall be remunerated for his services to the Board except for the Chair. The Chair shall be remunerated for his services as the Board may specify. The Board shall annually make publicly available the details of all remuneration received by the Chair.

### **3.7 Expense Reimbursement**

The Directors shall be reimbursed for travelling and other expenses properly incurred by them in attending meetings of the Member, the Board, committees of the Board, Council meetings and Council committee meetings.

### **3.8 Conflict-of-Interest**

No Director shall directly or indirectly receive any profit or financial benefit from his position provided that any Director who is engaged in or is a member of a firm or corporation engaged in any business or profession may, subject to the conflict of interest guidelines established by the Board, act in and be paid the usual professional fees and business charges for any professional work or other business required to be done in connection with the administration of the affairs of the Company.

## **ARTICLE 4 - POWERS OF DIRECTORS**

### **4.1 Administer Affairs**

The Board shall oversee the affairs of the Company in all things and make or cause to be made for the Company, in its name, any contract that the Company may lawfully enter into and, save as hereinafter provided, generally exercise all other powers and do all other acts and things as the Company is authorized to do by its Memorandum of Association, the *Companies Act* or otherwise. The powers and authority granted to the Board of Directors shall be subject to any limitations and directions as set forth herein.

### **4.2 Delegation to the Chief Executive Officer**

The Board may, by governance policy or by specific resolution, delegate specified responsibilities and decisions to the Chief Executive Officer, provided that the Board may not delegate responsibility for corporate governance, approval of budgets, or audit. The Board shall develop and approve a governance policy that specifies the accountabilities of the Board and Chief Executive Officer, one to the other.

### **4.3 Disposition or Pledging Assets**

The Board has the authority to dispose of by sale or by lease any of the real or personal property of the Company in the ordinary course of carrying out the operations of the Company. The Board has the power to borrow money and to mortgage, pledge, or grant any security encumbering the real or personal property of the Company for the purposes of the Company.

### **4.4 General Restriction of Board Power**

The power of the Board to manage the business and affairs of the Company with respect to any matter which is expressed to be subject to any action or approval of the Member, is hereby restricted and reserved to the Member.

### **4.5 Specific Restriction of Board Power**

In addition to all other matters which are subject to the exclusive authority of the Members of a company under any provision of the Act or are subject to any approval or action of the Member under these Articles, the following matters pertaining to the business and affairs of the Company are reserved exclusively to the authority and approval of the Member who shall have all power to:

- (a) make, amend or repeal the Memorandum and the Articles;
- (b) authorize any investigation of the business and affairs of the Company;
- (c) cause or enable the Company to enter into any merger or amalgamation with any other corporate entity;



- (d) approve the sale, lease, exchange or disposal of all or substantially all or a material portion of the property of the Company;
- (e) approve the continuance of the Company under any other legislation including the laws of another jurisdiction.

#### **4.6 Specific Board Authority**

Without limiting the generality of Section 4.1, for greater certainty the Board shall have all power to:

- (a) approve operating and capital budgets;
- (b) approve all re-allocations among programs for operating and capital budgets;
- (c) approve the compensation to be paid to and benefit plans, if any, to be established for the Chair of the Board but in respect only to his services as Chair;
- (d) approve the compensation to be paid and benefit plans, if any, to be established for the Chief Executive Officer of the Company;
- (e) assess, review and approve strategic plans for the Company and its divisions;
- (f) safeguard the assets of the Company;
- (g) prepare annual and quarterly financial operating reports and deliver them to the Member;
- (h) report to the Member at the meetings of the Company and otherwise as the Member may request on strategies, goals and objectives of the Company;
- (i) recommend to the Member for approval all necessary or desirable alterations or additions to the Memorandum and the Articles to enable and better facilitate the efficient management of the Company and the pursuit of its objects;
- (j) meet regularly with and receive the reports of the auditor;
- (k) delegate to committees of the Board or any one or more officers, special powers with respect to the execution of instruments and the use of the corporate seal;
- (l) approve all borrowing requirements of the Company within its operating and capital budgets;
- (m) authorize and delegate to one or more financial officers of the Company the authority to deal directly with one or more persons designated by the Board in respect of the short term borrowing requirements of the Company; and
- (n) appoint and reappoint all officers of the Company for one or more terms and remove any person appointed or reappointed to any office.

#### **ARTICLE 5 - INDEMNITIES OF DIRECTORS AND OTHERS**

## 5.1 Indemnities

Every Director and Officer of the Company and their respective heirs, executors and administrators, and estates and effects, shall at all times be indemnified and saved harmless by the Company from and against:

- (a) all costs, charges and expenses which such Director or Officer incurs or sustains resulting from any legal action, suit or proceeding arising from executing the duties of his or her office; and
- (b) all other costs, charges and expenses relating to the Company's affairs.

provided however that a Director is not indemnified against costs, charges or expenses resulting from the Director's own neglect or misconduct.

## 5.2 Contract of Indemnity

The Board may cause the Company to enter into a contract to indemnify any Director, Officer, employee, agent or other person who has undertaken or is about to undertake any liability on the Company's behalf.

## 5.3 Insurance

The Board shall ensure that Directors' and Officers' errors and omissions and liability insurance coverage is maintained at all times.

# ARTICLE 6 - OFFICERS AND THE CHIEF EXECUTIVE OFFICER

## 6.1 Officers

- (a) The Officers of the Company shall be the Chair, Vice-Chair, Secretary, Treasurer, Chief Executive Officer and such other officers as the Board may by resolution determine (the "**Officers**"). Any two (2) or more offices may be held by the same person. An Officer, with the exception of the Chief Executive Officer, shall be a Director.
- (b) All Officers shall be appointed by resolution of the Board and shall hold office at the pleasure of the Board. Officers are eligible for reappointment.
- (c) Notwithstanding the foregoing, the inaugural Chair that is part of the second slate of Directors of the Company shall be appointed by resolution of Council in accordance with Section 3.2.1.

## 6.2 Chair

The Chair shall preside at all meetings of the Members, the Board, and any committees of which the Chair is a member.

## 6.3 Vice-Chair

The Vice-Chair shall, in the absence of the Chair, perform the duties and exercise the powers of the Chair.

## 6.4 Secretary

The Board shall appoint and, thereafter, may reappoint or remove any person as the Secretary. The

Secretary shall attend at and be the secretary of all meetings of the Board and all meetings of the Member. The Secretary shall ordinarily:

- (a) enter or cause to be entered in records kept for that purpose, minutes of all proceedings at all meetings;
- (b) give or cause to be given, as and when instructed, all notices to the Member, the Councillors, Directors, officers, auditors, and members of committees of the Board;
- (c) except when another officer or agent has been appointed by the Board or the CEO for that purpose, be the custodian of the corporate seal of the Company and of all books, papers, records, documents and instruments belonging to the Company;
- (d) maintain a depository for all certificates of the Chief Legislative Officer with respect to the designation or revocation of the status of any person as a "Councillor";
- (e) maintain all registers required by the Members, the Board, the Articles and the Act; and
- (f) maintain registers of Councillors, Directors, officers, auditors, and members of committees of the Board and in each register specify the recorded address of each person named therein.

The Secretary shall also have such other powers and duties as the Board or the CEO may specify.

#### **6.5 Treasurer**

The Board shall appoint and, thereafter may reappoint or remove any person as the Treasurer. The Treasurer shall ordinarily:

- (a) have general charge of the finances of the Company;
- (b) regularly report to the Board and render true accounts of the financial condition of the Company and of all transactions of the Company made by or within the knowledge of the Treasurer;
- (c) as soon as possible after the close of each financial year, make and submit to the Board a report of all transactions of the Company made by or within the knowledge of the Treasurer; and
- (d) together with the Chief Executive Officer and employees, have charge and custody of and be responsible for keeping the books of account required to be kept pursuant to the laws governing the Company.

The Treasurer shall also have all other powers and duties as the Board or the CEO may specify

#### **6.6 Chief Executive Officer**

The Board shall appoint and, thereafter, may reappoint or remove the Chief Executive Officer. The Chief Executive Officer, subject to and in accordance with these Articles including without limitation the power and authority reserved to the Board and the Member, may act for and on behalf of and in the name of the Board or the Company concerning any matter that is within the power of the Board and the Company. The CEO shall ordinarily:

- (a) make recommendations to the Board regarding policies and general oversight of the affairs of Company;
- (b) in consultation with the Board, establish organizational structure of the Company;
- (c) establish overall objectives and plans for Board approval and take reasonable steps to ensure implementation of the overall objectives and plans approved by the Board;
- (d) in consultation with the Board, establish corporate priorities and allocate corporate resources accordingly;
- (e) direct the management of the Company;
- (f) establish employee compensation and benefit plans;
- (g) except as limited by the Board, specify the powers and duties of the Company's officers and employees;
- (h) consult with the officers and review their performance on a periodic basis;
- (i) together with the Chair of the Board:
  - (i) advise the Board of the business and affairs of the Company;
  - (ii) sign reports, recommendations and proposals of the Board to be presented to the Members; and
  - (iii) attend at and report to all meetings of the Member and the Board.

#### **6.7 Variation of Duties**

The Board may vary, add to or limit the powers and duties of any Officer.

#### **6.8 Remuneration of Officers**

Officers, except for the Chief Executive Officer and Chair, shall not be paid any remuneration for their services, but shall receive reimbursement for all reasonable expenses necessarily incurred in fulfillment of their duties.

#### **6.9 Removal from Office**

With the exception of the Chair, the Board may remove any officer of the Company without prejudice to the rights of that officer under any employment contract with the Company. Until an officer is removed, resigns, or becomes ineligible to hold office, that officer shall hold office until a successor to that officer is appointed.

#### **6.10 Conflict of Interest**

An officer who has, or who serves as an employee, director or officer of a person who has, a financial interest in a material contract or proposed contract with the Company shall disclose in

writing to the Board or request to have entered in the minutes of meetings of the Board the nature and extent of the disclosed interest substantially as contemplated herein.

## **ARTICLE 7 - DIRECTOR MEETINGS, DUTIES AND RULES**

### **7.1 Meetings**

The Directors may meet in person, by teleconference, videoconference or other satisfactory means of communication that enables all members to hear one another, subject always to these Articles. A Director participating in a meeting by electronic means shall be deemed to be present at the meeting.

- (a) the Directors will meet at least once every three (3) months;
- (b) Board meetings shall be generally open to the public provided that if a matter of business is deemed by the Chair in consultation with the Chief Executive Officer to be a matter that should be kept confidential in the best interests of the Company and/or in accordance with the request of a person with whom the Company does or proposes to do business, that matter may be dealt with *in camera*;
- (c) Board meetings shall be preceded by public notice which shall include a copy of the proposed meeting agenda; and
- (d) The Mayor of the Municipality shall be entitled to attend at and participate in all Board meetings, including those held *in camera*, provided that the Mayor shall not be entitled to exercise a vote at a Board meeting, and provided also that the same notices of meeting, agendas and background material for Board meetings shall be provided to the Mayor as are provided to Directors, with the same advance notice as is given to Directors.

### **7.2 Chair**

If the Chair is not present within thirty (30) minutes after the time appointed for the holding of a meeting, or if the Chair is unable to attend the meeting, the Vice-Chair shall be the chair of the meeting. Failing the attendance of both the Chair and the Vice-Chair, the Board, if a quorum is present, may appoint a temporary chair of the meeting or reschedule the meeting to a new date and time within ten days, in consultation with the Chair.

### **7.3 Quorum**

- (a) A quorum of the Board is a majority of Directors.
- (b) If quorum cannot be achieved, the meeting cannot be called to order and must be rescheduled to a new date and time not sooner than three (3) days and not more than fifteen (15) days later in consultation with the Chair. All Directors shall be sent timely notice of the new date and time.

### **7.4 Requisition of Board Meeting**

A meeting of Directors shall be called by the Secretary promptly upon receipt of a requisition for a meeting signed by three (3) or more Directors, or may be called at any time at the direction of the Chair.

### **7.5 Notice**

- (a) Directors shall be provided at least ten days written notice of a Board meeting.
- (b) If the Board of Directors shall appoint a day or days in a month or months for its regular meetings, specific notice of such meetings will not be required, but each Director will be provided with an agenda and supporting material at least two (2) days before each meeting.
- (c) Directors may by unanimous consent in writing waive the notice period to convene a meeting and may give such waiver before, during or after the meeting.

#### **7.6 Resolutions**

- (a) Any Director, excluding the Chair of the meeting, shall be entitled to move or propose a resolution at a Board Meeting.
- (b) A resolution in writing signed by all the Directors shall be valid and effectual as if it had been passed at a Board Meeting duly called and constituted.

#### **7.7 Voting**

Each Director present at a Board meeting shall have one vote, including the Chair of the meeting. All votes shall be taken by a show of hands unless a resolution is passed to adopt a secret ballot.

#### **7.8 Deficiencies**

No act or proceeding of the Board is invalid because of a defect in the appointment of a Director or the disqualification of a Director.

#### **7.9 Disclosure of Interest in Contracts**

Every Director who has, directly or indirectly, any interest in any contract or transaction to which the Company is or is to be a party shall declare his interest in such contract or transaction at a Board meeting and shall, at that time, disclose the nature and extent of such interest. Such a Director shall absent himself during any discussions and the vote of the Directors on said matter.

#### **7.10 Action by the Board**

The Board may transact any business within its power at a meeting at which a quorum is present at the commencement thereof. If quorum is lost after a Board meeting begins than the meeting may nevertheless continue and business may be transacted if all the remaining Directors who were present at the beginning of the meeting give their consent.

#### **7.11 Board Action Despite Vacancy**

Where there is a vacancy in the Board, the remaining Directors shall constitute and may exercise all the powers of the Board so long as a quorum remains in office.

#### **7.12 Place of Meetings**

Meetings of the Board shall ordinarily be held at any place in the Regional Municipality of Wood Buffalo but, with the consent of all Directors, may be held at any place in Alberta.

### **7.13 Notice of Meeting**

Notice of the time and place of each meeting of the Board shall be given in the manner provided in these Articles to each Director and to the Chief Administrative Officer and Chief Legislative Officer of the Municipality, not less than three working days before the day when the meeting is to be held. A notice of a meeting of the Board must specify the purpose of, or the business to be transacted at the meeting.

### **7.14 Meeting Agenda**

The agenda for any meeting of the Board may be set or approved by the Chair of the Board or by another person who is the chair for that meeting.

### **7.15 Rules of Procedure**

The chair of any meeting of the Board may establish and rule on the rules of procedure to be followed at the meeting at which that person is the chair.

### **7.16 Votes to Govern**

At all meetings of the Board, every question shall be decided by a majority of the votes cast on the question.

### **7.17 Signed Resolution**

A resolution in writing, signed by all the Directors entitled to vote on that resolution at a meeting of the Board, is as valid as if it had been passed at a meeting of the Board and a resolution so signed shall be held to relate back to any date therein stated to be the effective date thereof.

### **7.18 Conflict of Interest**

- (a) In this article:
  - (i) “**contract**” includes arrangement;
  - (ii) “**meeting of Directors**” includes a meeting of any committee of the Board;
- (b) Subject to this article, a Director who is in any way, directly or indirectly, financially interested in a contract or proposed contract with the Company shall declare that interest at a meeting of the Board;
- (c) In the case of a proposed contract, the declaration to be made by a Director shall be made at the meeting of Directors at which the question of entering into the contract is first taken into consideration, or, if the Director is not at the date of that meeting interested in the proposed contract, at the next meeting of the Board held after that Director becomes so interested, and in a case where that Director becomes interested in a contract after it is made, the declaration shall be made at the first meeting of the Board held after that Director becomes so interested;
- (d) For the purpose of this article, a general notice given by a Director to the effect that the Director is a member of or otherwise interested in any other company or is a member of a specified firm and is to be regarded as interested in any contract made with that other company or firm, shall be deemed to be a sufficient declaration of interest in relation to

any contract so made;

- (e) No Director shall vote in respect of any contract or proposed contract in which that Director is so interested and if that Director does so vote, that vote shall not be counted;
- (f) Section (e) does not apply:
  - (i) in the case of a contract by or on behalf of the Company to give to the Directors or any of them security for advances or by way of indemnity;
  - (ii) in the case of a contract between the Company and any other company when the interest of the Director in that other company consists solely of being a director or officer of that other company and the holder of not more than the minimum number of shares in that other company (if any) required to qualify as a director;
- (g) A Director who has made a declaration of interest in a contract or proposed contract in compliance with this article and has voted in respect of that contract contrary to the prohibition in section (e) if the prohibition applies, is not accountable to the Company or the Member or any creditors of the Company, by reason only of the Director holding that office or of the fiduciary relationship thereby established, for any profit realized by the contract

#### **7.19 Duties of Directors**

Every Director shall act honestly and in good faith with a view to the best interests of the Company and shall exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.

#### **7.20 Minutes**

The Board shall cause minutes to be duly entered in books provided for the purpose:

- (a) of all appointments of officers;
- (b) of the names of the Directors present at each meeting of the Board and of any committee of the Board;
- (c) of all resolutions made by the Board and of committees of the Board;
- (d) of all resolutions and proceedings of meetings of the Members and of meetings of the Board and of committees of the Board;
- (e) and any of those minutes if purporting to be signed by the chair of that meeting, or by the chair of the next succeeding meeting, shall be receivable as prima facie evidence of the consideration of the matters stated, business conducted and resolutions considered and passed as stated therein.

#### **7.21 Transaction of Business**

The powers of a committee of the Board may be exercised by a meeting at which a majority of the



members of that committee is present or by resolution in writing signed by all members of that committee who would have been entitled to vote on that resolution at a meeting of that committee and a resolution so signed shall be held to relate back to any date therein stated to be the effective date thereof.

## **ARTICLE 8 - COMMITTEES**

### **8.1 Committees**

- (a) The Board may create standing and ad hoc committees consisting of such Directors and other persons, and for such purposes, as the Board deems appropriate.
- (b) The chair of each committee created by the Board shall be a Director.
- (c) Committee members, including the committee chair, shall be appointed by resolution.
- (d) Each committee shall have a Terms of Reference or work plan consistent with the Company's governance policies.
- (e) The provisions relating to proceedings at Board Meetings set forth in these Articles shall apply to committee meetings except as otherwise specifically provided for in this Article 8. Committees shall conform to any additional rules imposed by Directors.
- (f) Standing and ad hoc committees shall provide a written or verbal report to the Board at every Board meeting. The Board shall take into consideration, but shall not be bound by, the recommendations of any committee.

### **8.2 Committee Meetings**

Meetings of any committee shall be held at any time and place to be determined by its members, provided that forty-eight (48) hours' notice of a meeting is given to each member by e-mail, telephone or fax. Otherwise, notice by mail shall be sent at least seven (7) days prior to the meeting.

### **8.3 Notice of Committee Meetings**

No error or omission in giving notice of any meeting of any standing or ad hoc committee shall invalidate the meeting or make void any of its proceedings. Any member of a committee may at any time waive notice of any meeting and may ratify, approve and confirm any and all proceedings of that meeting.

### **8.4 Remuneration of Committee Members**

Committee members shall not be paid any remuneration for their services, but shall receive reimbursement for all reasonable expenses necessarily incurred in fulfillment of their duties.

## **ARTICLE 9 - MEETINGS OF THE MEMBER**

### **9.1 Annual General Meeting**

There shall be an annual general meeting of the Member which shall be held on such day and at such place

each year as the Board shall determine.

## **9.2 Business of the Meeting**

At every annual general meeting of the Member, in addition to any other business that may be transacted, the report of the Directors, the financial statements and the report of the auditors of the Company shall be presented and auditors appointed for the ensuing year. The Member may consider and transact any business, either special or general, at any meeting of the Member.

## **9.3 Notice**

At least twenty-one (21) days prior written notice shall be given to the Member, the public and each Director of each Annual General Meeting of the Company.

## **9.4 Persons Entitled to be Present**

The persons entitled to be present at any meeting of the Member shall be the Councillors, the Directors, officers and auditors of the Company, the Chief Administrative Officer and Chief Legislative Officer and Regional Legal Counsel of the Municipality (or their designates). Any other person may attend upon the invitation of the chair of the meeting or with the consent of all persons present and entitled to vote.

## **9.5 Quorum and Voting**

A quorum is present for any meeting of the Member if a majority of the Councillors are present, regardless of whether the Chief Administrative Officer is present or is still a Member at the time of the meeting. A resolution at any meeting of the Member is passed if a majority of the Councillors present vote in favour of the resolution.

## **9.6 Meetings of Member Following Council Meeting**

A notice of a meeting of the Member may specify that the meeting of the Member shall commence after a specified meeting of the Council and any notice to that effect, when otherwise given in compliance with these Articles shall not be invalid and the meeting of the Member convened thereby shall not be considered to be improperly convened or improperly held.

## **9.7 Business at Annual General Meetings**

At every annual general meeting of the Member required by the Act, the Member shall consider and may pass one or more resolutions with respect to:

- (a) the financial statements of the Company;
- (b) the auditor's report;
- (c) significant events, past or expected;
- (d) an outlook or plan for the remainder of the calendar year;
- (e) goals and objectives for the next calendar year;
- (f) all outstanding matters requiring the approval of the Members;

- (g) matters of concern to the Member or any Councillor with respect to the Company; and
- (h) all other matters which the Board wishes to raise with the Member.

### **9.8 Extraordinary General Meetings**

The Board and the Municipality shall each have the right to call an extraordinary general meeting of the Company.

### **9.9 Notice of Several Meetings**

An extraordinary general meeting and the annual general meeting may be convened by the same notice, and it shall be no objection to that notice that it only convenes the second meeting contingent upon any resolution being passed by the requisite majority at the first meeting.

### **9.10 Meetings Without Notice**

A meeting of the Member may be held without notice at any time and place permitted by the Act if all Councillors are present or waive notice of or otherwise consent to the meeting being held.

### **9.11 Resolution of Council**

A resolution of the Council in the exercise of any Member's right shall only be binding on the Company as an exercise of that right when a copy of that resolution is certified by the Chief Legislative Officer and deposited with the Secretary.

## **ARTICLE 10 - CORPORATE SEAL AND EXECUTION OF DOCUMENTS**

### **10.1 Corporate Seal**

- (a) The Secretary shall be responsible for the corporate seal, which, along with all relevant corporate documents, shall be kept at the Company's head office.
- (b) The Directors shall pass a resolution regarding the execution of instruments and the use of the seal with respect to contracts, documents or instruments in writing not inconsistent with these Articles. All contracts, documents and instruments in writing so executed shall be binding upon the Company without any further authorization or formality.
- (c) The Directors may from time to time, by Resolution, appoint an Officer or Officers on behalf of the Company to sign a specific contract, document or other instrument in writing, with or without the corporate seal.

### **10.2 Securing Corporate Documents**

- (a) The Chief Executive Officer shall take reasonable steps to ensure that Board meeting agenda packages, minutes, resolutions, notices, filings, corporate reports and any other documentation required by the *Companies Act*, other applicable legislation and these Articles are secured in the head office.

### **10.3 Banking Authority**

Directors shall by resolution designate the Chair and Treasurer or alternates as signing authorities for the Company's bank account or accounts.

## **ARTICLE 11 - FINANCIAL RECORDS, AUDIT AND ACCOUNTING**

### **11.1 Records and Accounts**

The Chief Executive Officer shall take reasonable steps to ensure that proper accounting records for the Company are maintained to enable accurate identification of the Company's financial position, operations, surplus, cash flow, deficits and liabilities, and every other transaction affecting the financial position of the Company.

### **11.2 Inspection of Books and Records**

Unless the Board determines otherwise, the books of account and accounting records of the Company shall be kept at the registered office of the Company and those books and records shall always be open to the inspection of any Director, Councillor or auditor or the Chief Administrative Officer (or designate).

### **11.3 Fiscal Year**

The Company's fiscal year begins on January 1<sup>st</sup> and concludes on December 31<sup>st</sup> in each year.

### **11.4 Auditor**

- (a) The Directors shall appoint an auditor qualified as an auditor in the Province of Alberta at the Annual General Meeting.
- (b) The Directors shall forthwith fill any vacancy occurring in the office of the auditor.
- (c) An auditor may be removed before the expiration of his term by Special Resolution of the Member upon which another auditor shall be appointed by a majority vote of the Member for the duration of the term.
- (d) No Director and no employee of the Company shall be an auditor of the Company or employed by an auditor of the Company.
- (e) The auditor may attend Board Meetings.
- (f) The auditor shall audit the accounts of the Company and shall report to the Member at the Annual General Meeting.
- (g) The Company's auditor shall report its' results to the Board and the Board will report the results to the Member.

### **11.5 Audited Financial Statements**

- (a) The Board shall at least once in every fiscal year cause financial statements of the Company to be prepared and audited. The financial statements shall be prepared in accordance with Generally Accepted Accounting Principles as established by the Canadian Institute of Chartered Accountants.

- (b) Following the Board's approval, the audited financial statements shall be provided to the Chief Administrative Officer.

### **11.6 Banking**

- (a) The Chief Executive Officer shall cause one or more accounts to be established in a bank, trust company, credit union, Province of Alberta Treasury Branch or other like financial institution with respect to the funds of the Company (the "**Bank Accounts**") and shall ensure that appropriate controls are imposed on the Bank Accounts.
- (b) The Board shall by resolution designate the persons who have signing authority on any Bank Account.

## **ARTICLE 12 - INVESTMENTS AND BORROWING**

### **12.1 Investment Powers of the Board**

The Board shall be restricted to the same investment restrictions as imposed upon the Municipality by statute or regulation. The Board may develop and approve governance policies dealing with investments as long as they are not inconsistent with the Municipality's investment restrictions.

### **12.2 Borrowing**

The Board of Directors may, with the consent or approval of Council, borrow for operating or capital purposes or guarantee the debts or obligations of a third party.

## **ARTICLE 13 - NOTICES**

### **13.1 Delivery of Notice**

Any notice to be given pursuant to these Articles may be delivered to the Member or to a Director either personally or by prepaid mail addressed to the last address as recorded in the records of the Company. A notice sent by mail shall be deemed to be delivered on the third (3<sup>rd</sup>) business day following the date of mailing. In the case of a postal strike or other disruption of service, only personal delivery or delivery by courier shall be effective. A notice may also be given by fax transmission or e-mail where a Member or a Director provides a fax number or e-mail address to the Secretary, in which case service shall be deemed to have been effected at the time of the transmission as long as transmission receipt or delivery receipt is retained by the Secretary.

## **ARTICLE 14 - DISTRIBUTION OF ASSETS AND DISSOLUTION**

### **14.1 Distribution of Assets upon Dissolution**

Upon dissolution of the Company, after payment of all liabilities, the assets and property of the Company shall be paid and distributed to the Municipality.

## **ARTICLE 15 - RELATIONS WITH NOMINATING ENTITIES AND THE PUBLIC**

### **15.1 Public Notices**

The Directors may from time to time cause to be published public notices with respect to the affairs of the Company.

## **ARTICLE 16 - PRIVATE COMPANY**

### **16.1 Public Subscription**

The Company prohibits any invitation to the public to subscribe for any debenture of the Company.

### **16.2 Restriction on Transfer of Interest**

Transfer of a Member's interest in the Company is prohibited with the exception that the Chief Administrative Officer, upon his/her departure from office as Chief Administrative Officer and if still a Member at that time, shall transfer membership interest to any successor Chief Administrative Officer.

### **16.3 Restriction on Members**

The Company limits the number of its members to 50 or less, exclusive of persons who are in the employment of the Company, and persons who, having been formerly in the employment of the Company, were while in that employment and continued after the determination of that employment to be members of the Company.

## ATTACHMENT 3 – ARTICLES INCORPORATING PROPOSED CHANGES

**ARTICLES OF ASSOCIATION OF  
WOOD BUFFALO ECONOMIC DEVELOPMENT CORPORATION**

**ARTICLE 1 - PREAMBLE AND INTERPRETATION**

**1.1 Applicable Legislation**

These Articles are to be read to comply with the Companies Act, R.S.A. 2000 and other applicable legislation. Unless otherwise specified in these Articles, terms used herein shall be taken as having the same meaning they have when used in the Companies Act.

**1.2 Repeal of Previous Articles of Association**

Those articles of association as filed at the Registrar on October 22, 2018 are hereby repealed in their entirety and are replaced with these Articles.

**1.3 Definitions**

In these Articles, unless the context otherwise requires:

- (a) **"Articles"** means these Articles of Association and any amendments thereto;
- (b) **"Board of Directors"** or **"Board"** means the Board of Directors of the Company;
- (c) **"Board Meeting"** means a duly called and constituted meeting of the Board of Directors;
- (d) **"Chair"** means the member of the Board who is appointed or elected as Chair;
- (e) **"Chief Administrative Officer"** or CAO means the person appointed by Council as Chief Administrative Officer of the Municipality;
- (f) **"Chief Executive Officer"** means the person appointed by the Board to serve as the senior executive officer of the Company;
- (g) **"Chief Legislative Officer"** means the person holding the position of Chief Legislative Officer of the Municipality;
- (h) **"Company"** means the Wood Buffalo Economic Development Corporation, a not-for-profit Company established under the Companies Act;
- (i) **"Companies Act"** means the Companies Act RSA 2000 C.-21 as amended;
- (j) **"Council"** means the elected council of the Municipality;
- (k) **"Councillor"** means an elected councillor of the Municipality;
- (l) **"Director"** means a member of the Board of Directors of the Company;

- (m) "**Members**" means the members of the Company as defined by the Companies Act and Article 2.1 of these Articles. When there is more than one Member a reference to a "Member" in the singular shall be read as a reference to "Members" in the plural;
- (n) "**Meeting of the Directors**" includes any meeting of the Board, including Committee Meetings;
- (o) "**Memorandum**" means the Memorandum of Association for Wood Buffalo Economic Development Corporation dated June 14, 2018 and filed with the Registrar of Corporations for the Province of Alberta on July 5, 2018.
- (p) "**Municipality**" means the Regional Municipality of Wood Buffalo, a specialized municipality under the Municipal Government Act (Alberta);
- (q) "**Officer**" means an officer of WBEDC designated and appointed as such by the Board;
- (r) "**Resolution**" means a resolution passed by a majority of votes cast at a meeting of the Members or of the Directors, as the case may be.

## ARTICLE 2 - MEMBERSHIP

### 2.1 Members

The initial Members of the Company upon formation are the Municipality and the Chief Administrative Officer. In the event of a vacancy in the position of Chief Administrative Officer, the Council may appoint a replacement to serve as a Member while the vacancy in the position of Chief Administrative Officer exists. If after formation of the Company the Chief Administrative Officer resigns as a Member, the Council has no obligation to appoint a replacement Member and if the Council does not appoint a replacement the Company may continue with the Municipality as its sole Member.

### 2.2 Conflict-of-Interest

The Municipality shall not be deemed to be in conflict-of-interest with the Company by reason only of the Municipality entering into Contracts with the Company from time to time.

## ARTICLE 3 - APPOINTMENT OF DIRECTORS

### 3.1 Number of Directors

The Board shall consist of no less than 9 Directors and no more than 13 Directors.



### 3.2 Appointment of Directors, Chair and Vice-Chair

As Directors' terms expire, the Board shall appoint persons to fill the vacancies resulting from the expiring terms, in accordance with the following:

- (a) not more than 30 days prior to the expiry of the term of a Director the Board shall appoint a person to replace that Director, and the Director whose term is about to expire shall be entitled to vote on their replacement;
- (b) a Director who wishes to continue to serve in that capacity beyond one term may be re-appointed upon the expiry of that Director's first term of appointment, provided that no person shall serve more than six consecutive years in the capacity of Director;
- (c) if a Director whose term is expiring is also the Chair, then the Board shall also appoint from among the Directors (either existing or incoming) a replacement Chair as the case may be, provided however that no Director shall serve for more than three consecutive years in the capacity of Chair;
- (d) all appointments of Directors made by the Board shall be for terms of exactly three years, so that once per year only three of the twelve Directors terms will expire, but the Board may appoint its Chair for any period of time up to three years;
- (e) one of the Directors shall be the CAO and the person who holds the position of the CAO shall be appointed for an indefinite term;
- (f) one of the directors shall have a tourism skillset;
- (g) if at any time a Director, except the Chair, is unable to continue in that capacity through to the end of that person's term then the Board shall appoint a replacement whose term of appointment shall be the unexpired portion of the term of the Director who is unable to continue; and
- (h) if the Board fails to make new appointments of Directors at the prescribed times under these Articles, then incumbent Directors shall continue in office until the new appointments are made.
- (i) Residency of Directors: At all times the following shall be the composition of the Board:
  - a. No less than six Directors and no more than ten Directors shall be ordinarily resident within the municipal boundaries of the Municipality;
  - b. No less than two Directors and no more than five Directors shall be ordinarily resident outside the municipal boundaries of the Municipality; and
  - c. For the purposes of this subsection, "ordinarily resident" means the place where in the settled routine of an individual's life, the individual regularly, normally or customarily lives.

### 3.3 Exclusions

None of the following is eligible to be a Director:

- (a) a person under the age of 18 years;
- (b) a person who is found by a court to be mentally incompetent or of unsound mind;
- (c) a person who has been convicted of an indictable offence or a criminal offence involving fraud; or
- (d) a person who is a corporation.

### **3.4 Termination of Directors**

- (a) A Director's appointment is terminated if:
  - (i) the Director delivers a written resignation to the Chair with an effective resignation date;
  - (ii) the Director becomes a person described in Article 3.3;
  - (iii) the Director dies; or
  - (iv) the Director is absent from three consecutive Board meetings.
- (b) If clause 3.3(a)(iv) applies the remaining Directors may by resolution at a subsequent Board meeting excuse the absences and reinstate the Director. Such reinstatement may be issued on such terms and conditions set out in the resolution as the Directors consider to be in the best interests of the company.

### **3.5 Casual Vacancies**

The Board may at any time and from time-to-time appoint a new person as a Director to fill a vacancy on the Board for the balance of the term of the person whose departure created the vacancy.

### **3.6 Remuneration of Directors**

No Director shall be remunerated for their services to the Board except for the Chair. The Chair shall be remunerated for their services as the Board may specify. The Board shall annually make publicly available the details of all remuneration received by the Chair.

### **3.7 Expense Reimbursement**

The Directors shall be reimbursed for travelling and other expenses properly incurred by them in attending meetings of the Member, the Board, committees of the Board, Council meetings and Council committee meetings.

### **3.8 Conflict-of-Interest**

No Director shall directly or indirectly receive any profit or financial benefit from their position provided that any Director who is engaged in or is a member of a firm or corporation engaged in any business or profession may, subject to the conflict of interest guidelines established by the Board, act in and be paid the usual professional fees and business charges for any professional work or other business required to be done in connection with the administration of the affairs of the Company.

## ARTICLE 4 - POWERS OF DIRECTORS

### 4.1 Administer Affairs

The Board shall oversee the affairs of the Company in all things and make or cause to be made for the Company, in its name, any contract that the Company may lawfully enter into and, save as hereinafter provided, generally exercise all other powers and do all other acts and things as the Company is authorized to do by its Memorandum, the Companies Act or otherwise. The powers and authority granted to the Board of Directors shall be subject to any limitations and directions as set forth herein.

### 4.2 Delegation to the Chief Executive Officer

The Board may, by governance policy or by specific resolution, delegate specified responsibilities and decisions to the Chief Executive Officer, provided that the Board may not delegate responsibility for corporate governance, approval of budgets, or audit. The Board shall develop and approve a governance policy that specifies the accountabilities of the Board and Chief Executive Officer, one to the other.

### 4.3 Disposition or Pledging Assets

The Board has the authority to dispose of by sale or by lease any of the real or personal property of the Company in the ordinary course of carrying out the operations of the Company. The Board has the power to borrow money and to mortgage, pledge, or grant any security encumbering the real or personal property of the Company for the purposes of the company.

### 4.4 General Restriction of Board Power

The power of the Board to manage the business and affairs of the Company with respect to any matter which is expressed to be subject to any action or approval of the Member, is hereby restricted and reserved to the Member as outlined in Section 4.5.

### 4.5 Specific Restriction of Board Power

In addition to all other matters which are subject to the exclusive authority of the Members of a company under any provision of the Companies Act or are subject to any approval or action of the Member under these Articles, the following matters pertaining to the business and affairs of the Company are reserved exclusively to the authority and approval of the Member who shall have all power to:

- (a) make, amend or repeal the Memorandum and the Articles;
- (b) authorize any investigation of the business and affairs of the Company;
- (c) cause or enable the Company to enter into any merger or amalgamation with any other corporate entity;
- (d) approve the sale, lease, exchange or disposal of all or substantially all or a material portion of the property of the Company;

- (e) approve the continuance of the Company under any other legislation including the laws of another jurisdiction.

#### **4.6 Specific Board Authority**

Without limiting the generality of Section 4.1, for greater certainty the Board shall have all power to:

- (a) approve operating and capital budgets;
- (b) approve all re-allocations among programs for operating and capital budgets;
- (c) approve the compensation to be paid and benefit plans, if any, to be established for the Chair of the Board but in respect only to their services as Chair;
- (d) approve the compensation to be paid and benefit plans, if any, to be established for the Chief Executive Officer of the Company;
- (e) assess, review and approve strategic plans for the Company and its divisions;
- (f) safeguard the assets of the Company;
- (g) prepare annual and quarterly financial operating reports and deliver them to the Member;
- (h) report to the Member at the meetings of the Company and otherwise as the Member may request on strategies, goals and objectives the Company;
- (i) recommend to the Member for approval all necessary or desirable alterations or additions to the Memorandum and the Articles to enable and better facilitate the efficient management of the Company and the pursuit of its objects;
- (j) meet regularly with and receive the reports of the auditor;
- (k) delegate to committees of the Board or any one or more officers, special powers with respect to the execution of instruments and the use of the corporate seal;
- (l) approve all borrowing requirements of the Company within its operating and capital budgets;
- (m) authorize and delegate to one or more financial officers of the Company the authority to deal directly with one or more persons designated by the Board in respect of the short-term borrowing requirements of the Company; and
- (n) appoint and reappoint all officers of the Company for one or more terms and remove any person appointed or reappointed to any office.

## **ARTICLE 5 - INDEMNITIES OF DIRECTORS AND OTHERS**

### **5.1 Indemnities**

Every Director and Officer of the Company and their respective heirs, executors and administrators, and estates and effects, shall at all times be indemnified and saved harmless by the Company from and against:

- (a) all costs, charges and expenses which such Director or Officer incurs or sustains resulting from any legal action, suit or proceeding arising from executing the duties of their office; and
- (b) all other costs, charges and expenses relating to the Company's affairs.

provided however that a Director is not indemnified against costs, charges or expenses resulting from the Director's own neglect or misconduct.

### **5.2 Contract of Indemnity**

The Board may cause the Company to enter into a contract to indemnify any Director, Officer, employee, agent or other person who has undertaken or is about to undertake any liability on the Company's behalf.

### **5.3 Insurance**

The Board shall ensure that Directors' and Officers' errors and omissions and liability insurance coverage is maintained at all times.

## **ARTICLE 6 - OFFICERS AND THE CHIEF EXECUTIVE OFFICER**

### **6.1 Officers**

- (a) The Officers of the Company shall be the Chair, Vice-Chair, Secretary, Treasurer, Chief Executive Officer and such other officers as the Board may by resolution determine (the "Officers"). Any two or more offices may be held by the same person.
- (b) All Officers shall be appointed by resolution of the Board and shall hold office at the pleasure of the Board. Officers are eligible for reappointment.

### **6.2 Chair**

The Chair shall preside over all meetings of the Members and the Board.

### **6.3 Vice-Chair**

The Vice-Chair shall, in the absence of the Chair, perform the duties and exercise the powers of the Chair.

#### **6.4 Secretary**

The Board shall appoint and, thereafter, may reappoint or remove any person as the Secretary. The Secretary shall attend at and be the secretary of all meetings of the Board and all meetings of the Member. The Secretary shall ordinarily:

- (a) enter or cause to be entered in records kept for that purpose, minutes of all proceedings at all meetings;
- (b) give or cause to be given, as and when instructed, all notices to the Member, Directors, officers, auditors, and members of committees of the Board;
- (c) except when another officer or agent has been appointed by the Board or the CEO for that purpose, be the custodian of the corporate seal of the Company and of all books, papers, records, documents and instruments belonging to the Company;
- (d) maintain all registers required by the Members, the Board, the Articles and the Companies Act; and
- (e) maintain registers of Directors, officers, auditors, and members of committees of the Board and in each register specify the recorded address of each person named therein.

The Secretary shall also have such other powers and duties as the Board or the CEO may specify.

#### **6.5 Treasurer**

The Board shall appoint and, thereafter may reappoint or remove any person as the Treasurer. The Treasurer shall ordinarily.

- (a) have general charge of the finances of the Company;
- (b) regularly report to the Board and render true accounts of the financial condition of the Company and of all transactions of the Company made by or within the knowledge of the Treasurer;
- (c) as soon as possible after the close of each financial year, make and submit to the Board a report of all transactions of the Company made by or within the knowledge of the Treasurer; and
- (d) together with the Chief Executive Officer and employees, have charge and custody of and be responsible for keeping the books of account required to be kept pursuant to the laws governing the Company.

The Treasurer shall also have all other powers and duties as the Board or the CEO may specify

#### **6.6 Chief Executive Officer**

The Board shall appoint and, thereafter, may reappoint or remove the Chief Executive Officer. The Chief Executive Officer, subject to and in accordance with these Articles including without limitation the power and authority reserved to the Board and the Member, may act for and on behalf of and in the

name of the Board or the Company concerning any matter that is within the power of the Board and the Company. The CEO shall ordinarily:

- (a) make recommendations to the Board regarding policies and general oversight of the affairs of the Company;
- (b) in consultation with the Board, establish organizational structure of the Company;
- (c) establish overall objectives and plans for Board approval and take reasonable steps to ensure implementation of the overall objectives and plans approved by the Board;
- (d) in consultation with the Board, establish corporate priorities and allocate corporate resources accordingly;
- (e) direct the management of the Company;
- (f) establish employee compensation and benefit plans;
- (g) except as limited by the Board, specify the powers and duties of the Company's officers and employees;
- (h) consult with the Chair on the performance of the officers and review their performance on a periodic basis;
- (i) together with the Chair of the Board:
  - (i) advise the Board of the business and affairs of the Company;
  - (ii) sign reports, recommendations and proposals of the Board to be presented to the Members; and
  - (iii) attend at and report to all meetings of the Member and the Board.

#### **6.7 Variation of Duties**

The Board may vary, add to or limit the powers and duties of any Officer.

#### **6.8 Remuneration of Officers**

Officers, except for the Chief Executive Officer and Chair, shall not be paid any remuneration for their services, but shall receive reimbursement for all reasonable expenses necessarily incurred in fulfillment of their duties.

#### **6.9 Removal from Office**

With the exception of the Chair, the Board may remove any officer of the Company without prejudice to the rights of that officer under any employment contract with the Company. Until an officer is removed, resigns, or becomes ineligible to hold office, that officer shall hold office until a successor to that officer is appointed.

### **6.10 Conflict of Interest**

An officer who has, or who serves as an employee, director or officer of a person who has a financial interest in a material contract or proposed contract with the Company shall disclose in writing to the Board or request to have entered in the minutes of meetings of the Board the nature and extent of the disclosed interest substantially as contemplated herein.

## **ARTICLE 7 - DIRECTOR MEETINGS, DUTIES AND RULES**

### **7.1 Meetings**

The Directors may meet in person, by teleconference, videoconference or other satisfactory means of communication that enables all members to hear one another, subject always to these Articles. A Director participating in a meeting by electronic means shall be deemed to be present at the meeting.

- (a) the Directors will meet at least once every three months;
- (b) The Mayor of the Municipality shall be entitled to attend at and participate in all Board meetings, including those held in camera, provided that the Mayor shall not be entitled to exercise a vote at a Board meeting, and provided also that the same notices of meeting, agendas and background material for Board meetings shall be provided to the Mayor as are provided to Directors, with the same advance notice as is given to Directors.

### **7.2 Chair**

If the Chair is not present within thirty minutes after the time appointed for the holding of a meeting, or if the Chair is unable to attend the meeting, the Vice-Chair shall be the chair of the meeting. Failing the attendance of both the Chair and the Vice-Chair, the Board, if a quorum is present, may appoint a temporary chair of the meeting or reschedule the meeting to a new date and time within ten days, in consultation with the Chair.

### **7.3 Quorum**

- (c) A quorum of the Board is a majority of Directors.
- (d) If quorum cannot be achieved, the meeting cannot be called to order and must be rescheduled to a new date and time not sooner than three days and not more than fifteen days later in consultation with the Chair. All Directors shall be sent timely notice of the new date and time.

### **7.4 Requisition of Board Meeting**

A meeting of Directors shall be called by the Secretary promptly upon receipt of a requisition for a meeting signed by three or more Directors, or may be called at any time at the direction of the Chair.



### **7.5 Notice**

- (a) The Board of Directors and the Chief Legislative Officer of the Municipality shall be provided at least ten days' written notice of a Board meeting.
- (b) If the Board of Directors shall appoint a day or days in a month or months for its regular meetings, specific notice of such meetings will not be required, but each Director will be provided with an agenda and supporting material at least seven days before each meeting.
- (c) Directors may by unanimous consent in writing waive the notice period to convene a meeting and may give such waiver before, during or after the meeting.

### **7.6 Resolutions**

- (a) Any Director, excluding the Chair of the meeting, shall be entitled to move or propose a resolution at a Board Meeting.
- (b) A resolution in writing, signed by all the Directors entitled to vote on that resolution at a meeting of the Board, is as valid as if it had been passed at a meeting of the Board and a resolution so signed shall be held to relate back to any date therein stated to be the effective date thereof.

### **7.7 Voting**

Each Director present at a Board meeting shall have one vote, including the Chair of the meeting. All votes shall be taken by a show of hands or by any other means, unless a resolution is passed to adopt a secret ballot.

### **7.8 Deficiencies**

No act or proceeding of the Board is invalid because of a defect in the appointment of a Director or the disqualification of a Director.

### **7.9 Disclosure of Interest in Contracts**

Every Director who has, directly or indirectly, any interest in any contract or transaction to which the Company is or is to be a party shall declare their interest in such contract or transaction at a Board meeting and shall, at that time, disclose the nature and extent of such interest. Such a Director shall absent themselves during any discussions and the vote of the Directors on said matter.

### **7.10 Action by the Board**

The Board may transact any business within its power at a meeting at which a quorum is present at the commencement thereof. If quorum is lost after a Board meeting begins then the meeting may nevertheless continue and business may be transacted if all the remaining Directors who were present at the beginning of the meeting give their consent.

### **7.11 Board Action Despite Vacancy**

Where there is a vacancy in the Board, the remaining Directors shall constitute and may exercise all the powers of the Board so long as a quorum remains in office.

### **7.12 Place of Meetings**

Meetings of the Board shall ordinarily be held at any place in the Regional Municipality of Wood Buffalo but, with the consent of all Directors, may be held at any place in Alberta.

### **7.13 Meeting Agenda**

The agenda for any meeting of the Board may be set or approved by the Chair of the Board or by another person who is the chair for that meeting.

### **7.14 Rules of Procedure**

The chair of any meeting of the Board may establish and rule on the rules of procedure to be followed at the meeting at which that person is the chair.

### **7.15 Votes to Govern**

At all meetings of the Board, every question shall be decided by a majority of the votes cast on the question.

### **7.16 Conflict of Interest**

- (a) Subject to this article, a Director who is in any way, directly or indirectly, financially interested in a contract or proposed contract with the Company shall declare that interest at a meeting of the Board;
- (b) In the case of a proposed contract, the declaration to be made by a Director shall be made at the meeting of Directors at which the question of entering into the contract is first taken into consideration, or, if the Director is not at the date of that meeting interested in the proposed contract, at the next meeting of the Board held after that Director becomes so interested, and in a case where that Director becomes interested in a contract after it is made, the declaration shall be made at the first meeting of the Board held after that Director becomes so interested;
- (c) For the purpose of this article, a general notice given by a Director to the effect that the Director is a member of or otherwise interested in any other company or is a member of a specified firm and is to be regarded as interested in any contract made with that other company or firm, shall be deemed to be a sufficient declaration of interest in relation to any contract so made;
- (d) No Director shall vote in respect of any contract or proposed contract in which that Director is so interested and if that Director does so vote, that vote shall not be counted;
- (e) Section (d) does not apply:

- (i) in the case of a contract by or on behalf of the Company to give to the Directors or any of them security for advances or by way of indemnity;
- (ii) in the case of a contract between the Company and any other company when the interest of the Director in that other company consists solely of being a director or officer of that other company and the holder of not more than the minimum number of shares in that other company (if any) required to qualify as a director;
- (f) A Director who has made a declaration of interest in a contract or proposed contract in compliance with this article and has voted in respect of that contract contrary to the prohibition in section (d) if the prohibition applies, is not accountable to the Company or the Member or any creditors of the Company, by reason only of the Director holding that office or of the fiduciary relationship thereby established, for any profit realized by the contract

#### **7.17 Duties of Directors**

Every Director shall act honestly and in good faith with a view to the best interests of the Company and shall exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.

#### **7.18 Minutes**

The Board shall cause minutes to be duly entered in books provided for the purpose:

- (a) of all appointments of officers;
- (b) of the names of the Directors present at each meeting of the Board and of any committee of the Board;
- (c) of all resolutions made by the Board and of committees of the Board;
- (d) of all resolutions and proceedings of meetings of the Members and of meetings of the Board and of Committees of the Board;
- (e) and any of those minutes if purporting to be signed by the chair of that meeting, or by the chair of the next succeeding meeting, shall be receivable as prima facie evidence of the consideration of the matters stated, business conducted and resolutions considered and passed as stated therein.

#### **7.19 Transaction of Business**

The powers of a committee of the Board may be exercised by a meeting at which a majority of the members of that committee is present or by resolution in writing signed by all members of that committee who would have been entitled to vote on that resolution at a meeting of that committee and a resolution so signed shall be held to relate back to any date therein stated to be the effective date thereof.

## **ARTICLE 8 - COMMITTEES**

### **8.1 Committees**

- (a) The Board may create standing and ad hoc committees consisting of such Directors and other persons, and for such purposes, as the Board deems appropriate.
- (b) The chair of each committee created by the Board shall be a Director.
- (c) Committee members, including the committee chair, shall be appointed by resolution.
- (d) Each committee shall have a Terms of Reference or work plan consistent with the Company's governance policies.
- (e) The provisions relating to proceedings at Board Meetings set forth in these Articles shall apply to committee meetings except as otherwise specifically provided for in this Article 8. Committees shall conform to any additional rules imposed by Directors.
- (f) Standing and ad hoc committees shall provide a written or verbal report to the Board at every Board meeting. The Board shall take into consideration, but shall not be bound by, the recommendations of any committee.

### **8.2 Committee Meetings**

Meetings of any committee shall be held at any time and place to be determined by its members, provided that forty-eight hours' notice of a meeting is given to each member by e-mail, telephone or fax. Otherwise, notice shall be sent at least ten days prior to the meeting.

### **8.3 Notice of Committee Meetings**

No error or omission in giving notice of any meeting of any standing or ad hoc committee shall invalidate the meeting or make void any of its proceedings. Any member of a committee may at any time waive notice of any meeting and may ratify, approve and confirm any and all proceedings of that meeting.

### **8.4 Remuneration of Committee Members**

Committee members shall not be paid any remuneration for their services, but shall receive reimbursement for all reasonable expenses necessarily incurred in fulfillment of their duties.

## **ARTICLE 9 - MEETINGS OF THE MEMBER**

### **9.1 Annual General Meeting**

There shall be an annual general meeting of the Member which shall be held on such day and at such place each year as the Board shall determine.

## **9.2 Business of the Meeting**

At every annual general meeting of the Member, in addition to any other business that may be transacted, the report of the Directors, the financial statements and the report of the auditors of the Company shall be presented and auditors appointed for the ensuing year. The Member may consider and transact any business, either special or general, at any meeting of the Member.

## **9.3 Notice**

At least twenty-one days prior written notice shall be given to the Member, the public and each Director of each Annual General Meeting of the Company.

## **9.4 Persons Entitled to be Present**

The persons entitled to be present at any meeting of the Member shall be the Directors, officers and auditors of the Company and Mayor, Council and the Chief Administrative Officer of the Municipality (or their designates). Any other person may attend upon the invitation of the chair of the meeting or with the consent of all persons present and entitled to vote.

## **9.5 Quorum and Voting**

A quorum is present for any meeting of the Member if a majority of Mayor and Council are present, regardless of whether the Chief Administrative Officer is present or is still a Member at the time of the meeting. A resolution at any meeting of the Member is passed if a majority of Mayor and Council present vote in favour of the resolution.

## **9.6 Meetings of Member Following Council Meeting**

A notice of a meeting of the Member may specify that the meeting of the Member shall commence after a specified meeting of the Council and any notice to that effect, when otherwise given in compliance with these Articles shall not be invalid and the meeting of the Member convened thereby shall not be considered to be improperly convened or improperly held.

## **9.7 Business at Annual General Meetings**

At every annual general meeting of the Member required by the Companies Act, the Member shall consider and may pass one or more resolutions with respect to:

- (a) the financial statements of the Company;
- (b) the auditor's report;
- (c) appointment of the auditor;
- (d) significant events, past or expected;
- (e) an outlook or plan for the remainder of the calendar year;
- (f) goals and objectives for the next calendar year;

- (g) all outstanding matters requiring the approval of the Members
- (h) matters of concern to the Members or any Member with respect to the company; and
- (i) all other matters which the Board wishes to raise with the Member.

#### **9.8 Extraordinary General Meetings**

The Board and the Member shall each have the right to call an extraordinary general meeting of the Company.

#### **9.9 Notice of Several Meetings**

An extraordinary general meeting and the annual general meeting may be convened by the same notice, and it shall be no objection to that notice that it only convenes the second meeting contingent upon any resolution being passed by the requisite majority at the first meeting.

#### **9.10 Meetings Without Notice**

A meeting of the Member may be held without notice at any time and place permitted by the Companies Act if all Councillors are present or waive notice of or otherwise consent to the meeting being held.

#### **9.11 Resolution of Council**

A resolution of the Council in the exercise of any Member's right shall only be binding on the Company as an exercise of that right when a copy of that resolution is certified by the Chief Legislative Officer and deposited with the Secretary.

### **ARTICLE 10 - CORPORATE SEAL AND EXECUTION OF DOCUMENTS**

#### **10.1 Corporate Seal**

- (a) The Secretary shall be responsible for the corporate seal, which, along with all relevant corporate documents, shall be kept at the Company's head office.
- (b) The Directors shall pass a resolution regarding the execution of instruments and the use of the seal with respect to contracts, documents or instruments in writing not inconsistent with these Articles. All contracts, documents and instruments in writing so executed shall be binding upon the Company without any further authorization or formality.
- (c) The Directors may from time to time, by Resolution, appoint an Officer or Officers on behalf of the Company to sign a specific contract, document or other instrument in writing, with or without the corporate seal.

## **10.2 Securing Corporate Documents**

The Chief Executive Officer shall take reasonable steps to ensure that Board meeting agenda packages, minutes, resolutions, notices, filings, corporate reports and any other documentation required by the Companies Act, other applicable legislation and these Articles are secured in the head office.

## **10.3 Banking Authority**

Directors shall by resolution designate the Chair and Treasurer or alternates as signing authorities for the Company's bank account or accounts.

# **ARTICLE 11 – FINANCIAL RECORDS, AUDIT AND ACCOUNTING**

## **11.1 Records and Accounts**

The Chief Executive Officer shall take reasonable steps to ensure that proper accounting records for the Company are maintained to enable accurate identification of the Company's financial position, operations, surplus, cash flow, deficits and liabilities, and every other transaction affecting the financial position of the Company.

## **11.2 Inspection of Books and Records**

Unless the Board determines otherwise, the books of account and accounting records of the Company shall be kept at the registered office of the Company and those books and records shall always be open to the inspection of any Director, Member or auditor.

## **11.3 Fiscal Year**

The Company's fiscal year begins on January 1 and concludes on December 31 in each year.

## **11.4 Auditor**

- (a) The Directors shall recommend to the Member appointment of an auditor qualified as an auditor in the Province of Alberta at the Annual General Meeting.
- (b) The Directors shall forthwith fill any vacancy occurring in the office of the auditor.
- (c) An auditor may be removed before the expiration of their term by Special Resolution of the Member upon which another auditor shall be appointed by a majority vote of the Member for the duration of the term.
- (d) No Director and no employee of the Company shall be an auditor of the Company or employed by an auditor of the Company.
- (e) The auditor may attend Board Meetings.
- (f) The auditor shall audit the accounts of the Company and shall report to the Member at the Annual General Meeting.

- (g) The Company's auditor shall report its results to the Board and the Board will report the results to the Member.

#### **11.5 Audited Financial Statements**

- (a) The Board shall at least once in every fiscal year cause financial statements of the Company to be prepared and audited. The financial statements shall be prepared in accordance with Generally Accepted Accounting Principles as established by the Canadian Institute of Chartered Accountants.
- (b) Following the Board's approval, the audited financial statements shall be provided to the Member at the Annual General Meeting.

#### **11.6 Banking**

The Chief Executive Officer shall cause one or more accounts to be established in a bank, trust company, credit union, Province of Alberta Treasury Branch or other like financial institution with respect to the funds of the Company (the "Bank Accounts") and shall ensure that appropriate controls are imposed on the Bank Accounts.

The Board shall by resolution designate the persons who have signing authority on any Bank Account.

### **ARTICLE 12 - INVESTMENTS AND BORROWING**

#### **12.1 Investment Powers of the Board**

The Board shall be restricted to the same investment restrictions as imposed upon the Municipality by statute or regulation. The Board may develop and approve governance policies dealing with investments as long as they are not inconsistent with the Municipality's investment restrictions.

#### **12.2 Borrowing**

The Board of Directors may, with the consent or approval of Council, borrow for operating or capital purposes or guarantee the debts or obligations of a third party.

### **ARTICLE 13 - NOTICES**

#### **13.1 Delivery of Notice**

Any notice to be given pursuant to these Articles may be delivered to the Member or to a Director either personally or by prepaid mail addressed to the last address as recorded in the records of the Company. A notice sent by mail shall be deemed to be delivered on the third business day following the date of mailing. In the case of a postal strike or other disruption of service, only personal delivery or delivery by courier shall be effective. A notice may also be given by fax transmission or e-mail where a Member or a Director provides a fax number or e-mail address to the Secretary, in which case service shall be deemed to have been effected at the time of the transmission as long as transmission receipt or delivery receipt is retained by the Secretary.



## **ARTICLE 14 - DISTRIBUTION OF ASSETS AND DISSOLUTION**

### **14.1 Distribution of Assets upon Dissolution**

Upon dissolution of the Company, after payment of all liabilities, the assets and property of the Company shall be paid and distributed to the Municipality.

## **ARTICLE 15 - RELATIONS WITH NOMINATING ENTITIES AND THE PUBLIC**

### **15.1 Public Notices**

The Directors may from time to time cause to be published public notices with respect to the affairs of the Company.

## **ARTICLE 16 - PRIVATE COMPANY**

### **16.1 Public Subscription**

The Company prohibits any invitation to the public to subscribe for any debenture of the Company.

### **16.2 Restriction on Transfer of Interest**

Transfer of a Member's interest in the Company is prohibited with the exception that the Chief Administrative Officer, upon their departure from office as Chief Administrative Officer and if still a Member at that time, shall transfer membership interest to any successor Chief Administrative Officer.

### **16.3 Restriction on Members**

The Company limits the number of its members to 50 or less, exclusive of persons who are in the employment of the Company, and persons who, having been formerly in the employment of the Company, were while in that employment and continued after the determination of that employment to be members of the Company.



## COUNCIL REPORT

Meeting Date: June 4, 2019

**Subject: Indigenous Art Project**

**APPROVALS:**

**Annette Antoniak**

\_\_\_\_\_  
Director

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

**Recommended Motion:**

THAT Administration work with the Public Art Committee to commission a local indigenous artist through open competition to create an art rendering that features the culture of Treaty 8 and reconciliation; and

THAT following completion of the art piece, it be placed in the Jubilee Centre Council Chamber as a reminder of the significance of Treaty 8 lands, its people and the importance of reconciliation; and

THAT this project be funded through the Public Art Reserve Fund per PRL-160 Municipal Public Art Policy.

**Summary:**

At the May 14, 2019 Council Meeting, Councillor K. McGrath served notice of motion for consideration at the next Council Meeting:

THAT Administration work with the Public Art Committee to commission a local indigenous artist through open competition to create an art rendering that features the culture of Treaty 8 and reconciliation; and

THAT following completion of the art piece, it be placed in the Jubilee Centre Council Chamber as a reminder of the significance of Treaty 8 lands, its people and the importance of reconciliation; and

THAT this project be funded through the Public Art Reserve Fund per PRL-160 Municipal Public Art Policy.

**Rationale for Recommendation:**

Pursuant to Procedure Bylaw No. 18/020, the motion is now before Council for consideration.

**Strategic Priorities:**

Responsible Government  
Rural and Indigenous Communities and Partnerships



## COUNCIL REPORT

Meeting Date: June 4, 2019

### **Subject: Fly-in Fly-out and Project Accommodations**

#### **APPROVALS:**

**Annette Antoniak**

\_\_\_\_\_  
Director

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

#### **Recommended Motion:**

The task of increasing Industry's use of a locally based workforce will continue to require significant effort from many sectors in the region. For this to occur, all parties cannot afford to let this effort slide. While the RMWB will continue to lead this effort and dedicate resources to continue this work, Industry, contractors and the camp providers cannot afford to ignore this issue.

It is recommended that Council direct Administration in accordance with the below:

THAT Administration be directed to:

- a) Pursue commitments made by Industry signatories arising from the existing signed memoranda of understanding (MOUs).
- b) Continue to request signed memoranda from active oil sands producers.
- c) Work with Industry, contractors, camp providers and other partners to identify priority transportation infrastructure projects that would help improve highway safety and decrease the commute time from regional communities to oil sands projects. This would include retaining experts as required, in partnership with Industry. Once identified, all parties to work collaboratively to encourage provincial and federal funding.
- d) Work with Industry to conduct "Park and Ride" pilot projects that will support Industry projects north and south of Fort McMurray. This includes the expenditure of municipal funds to prepare sites for projects of this scale, once obtaining agreements for usage from Industry partners.
- e) Encourage Industry to:
  - i. increase its use of Fort McMurray as a hub for its camp-based operations workforce
  - ii. incent its workforce to live in Fort McMurray while off-shift
  - iii. support travel to the job site via a "Park and Ride" or flights from the Fort McMurray International Airport and return home to Fort McMurray or other residential centres in the region at the end of their shift rotation.
- f) Continue and expand the Regional Municipality of Wood Buffalo community engagement initiatives related to rotational workforce.

- g) Implement MDP Policies R.1, 1.1, 1.3 and 1.4 by amending *Land Use Bylaw 99/059* (the “LUB”) to divide the definition of “Project Accommodation” into categories recognizing the distinction between “operational Project Accommodation” and “construction/turnaround activity Project Accommodation” and defining how a 75 km “moratorium distance” (or equivalency) may reasonably be implemented with respect to “operational Project Accommodation(s)”.
- h) Encourage that all new discretionary use Project Accommodation (camp) applications be located within the “Consolidated Work Camp Area(s)” in proximity to Fort McKay and Conklin areas, as identified on the MDP’s “Regional Growth Concept” map.
- i) Further explore opportunities for the Municipality to encourage increased local employment via grants or other non-tax related incentives.\*
- j) Explore opportunities for the Municipality to provide financial incentives for Seniors to continue to stay, or relocate to, the region.
- k) Along with Industry and other stakeholders, determine the baseline for reporting back to Council the progress of these initiatives to Council no later than December 10, 2019.

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\*Administration has received a legal opinion that the *Municipal Government Act (MGA)* has restrictions related to tax subsidies/exemptions/reductions that limit our ability to specifically incent oil sands workers to move to the RMWB.

**Summary:**

On April 5, 2016, Council for the Regional Municipality of Wood Buffalo (RMWB) moved as follows:

That Regional Municipality of Wood Buffalo Council enter into discussions with the oilsands companies with a view to quickly formulating a plan that would both:

- a) reduce the property tax burden on oilsands companies; and
- b) see oilsands companies expand the employment of residents of the RMWB with particular focus on elimination or reduction of costly fly-in, fly-out operations that exist at many of the oilsands operations in this Municipality.

On December 11, 2018, Council for the RMWB passed two separate motions:

That Administration continue to collaborate with the Oil Sands Community Alliance (OSCA) and other community stakeholders to develop a formal partnership to execute a plan and strategies to attract workers to reside in the region rather than choosing Fly In, Fly Out; and

That the Wood Buffalo Steering Group present quarterly progress updates to Council on proposed options.

and

That Administration be directed to bring to Council a comprehensive plan to attract workers to reside in the region rather than choosing Fly In, Fly Out by the end of the first quarter of 2019 including any potential tax incentives.

On January 28, 2019, Council passed two additional motions directing Administration to:

Take the necessary steps to bring forward a bylaw to impose a moratorium within 75 km of the urban service area allowing for extraordinary circumstances that include turnaround, exploration, maintenance periods and capital projects. This shall not apply to any project accommodations not accessible by road.

and

- a) revisit the memorandums of understanding that have been signed in the last 10 years to see if they are still relevant;
- b) undertake a community engagement initiative related to rotational workforce;
- c) look at the individual project accommodation camps when they come up for approval and or renewal applications and work directly with industry partners to reduce the number of people utilizing camp accommodations as much as possible with the aim of reaching the MDP target of 10% by the year of 2030;<sup>1</sup>
- d) work with industry to bring flights through the Fort McMurray International Airport;

and that Administration report back to Council by June 30, 2019.

This Report serves to inform Council on the work that Administration has undertaken to fulfill Council's directions on oil sands employment/residency issues, project accommodations (otherwise and commonly referred to as "camp accommodations" or "work camps") including fly-in fly-out (FIFO), and to summarize what has been learned as a result.

### **Background:**

#### **RMWB – Historical position on camps and FIFO operations**

The RMWB began raising concerns with Industry<sup>2</sup> on the use of FIFO workforce models in 2006. In that year, at three separate Alberta Energy and Utilities Board hearings, the

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<sup>1</sup> Municipal Development Plan (MDP), Bylaw 11/027, approved by Council on October 25, 2011.

<sup>2</sup> "Industry", as a term used in this report is used primarily to refer to oil sands producers but may also be used contextually refer to the collective of producers, independent contractors supporting the producers and project accommodation (camp) providers.

RMWB described project accommodation as “only a temporary solution”<sup>3</sup> and “in the long run, these [camps] do not contribute to building complete integrated and sustainable communities”.<sup>4</sup> The RMWB’s position was that “permanent camps are not the answer”.<sup>5</sup>

The RMWB continued to express its concerns at subsequent regulatory hearings:

- FIFO operations can weaken the sense of community in the region<sup>6</sup>
- The RMWB’s position is that in the long-term, it would be preferable for oil sands operations workers and their families to live in the local communities....there are possible solutions for achieving this vision, for instance a collaborative effort by oil sands operators in the region to develop a more efficient transportation method to transport workers from local communities to the oil sands sites.<sup>7</sup>
- The Municipality encourages and supports the efforts of companies that choose to not use a FIFO model for their operations workers. Encouraging operations staff to live within the community is key to the development of a thriving and sustainable region that will support the development of the oil sands industry.<sup>8</sup>
- [the RMWB] strongly advocates for the use of local employment.<sup>9</sup>

These statements were part of a larger strategy to raise awareness of the challenges the region was facing.<sup>10</sup> While the infrastructure and public service challenges at that time were widely recognized, action was not occurring fast enough to meaningfully address the issues. The RMWB’s position was that only a coordinated government and Industry effort would be able to make headway. While initially misunderstood as an attempt to explicitly stop oil sands development, Industry became engaged in the process and worked with the RMWB. Once Industry and other stakeholders understood what the RMWB was trying to achieve, their concerns appeared to diminish.

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<sup>3</sup> RMWB Hearing Submission - Suncor Voyageur and Steepbank Extension, p. 13.

<sup>4</sup> Shell Muskeg River Public Hearing Transcript, Volume 5, p. 1056.

<sup>5</sup> RMWB Hearing Submission – Imperial Kearn, p. 257.

<sup>6</sup> RMWB Hearing Submission – Total Joslyn North, p. 35.

<sup>7</sup> *Ibid.* p. 13.

<sup>8</sup> RMWB Hearing Submission – Shell Jackpine Mine Expansion, p. 11.

<sup>9</sup> Teck Resources Frontier Public Hearing Transcript, p. 2751.

<sup>10</sup> “A major challenge for planning in Municipality is how to encourage more permanent residency over the longer term, while providing the services these shift workers need.” Regional Structure Action Strategy (RSAS) Technical Papers on 1 - Growth Forecast, 2 – Transportation, and 3 - Growth Management (Fall 2014; adopted by RMWB Council June 23, 2015). From *Growth Forecast*, p. 7.

## Memoranda of Understanding

From 2006 to 2013 the RMWB signed 13 separate Memoranda of Understanding (MOU) with oil sands project proponents.<sup>11</sup> The MOUs reflected the FIFO and project accommodations-related concerns that the RMWB had at the time.

Although each MOU is unique, the wording consistently acknowledges that the RMWB has concerns about potential negative impacts from camps and FIFO operations:

- A. *The Proponent acknowledges that the Municipality has ongoing concerns about the potential impact of fly-in fly-out operations, and, in that context, with respect to the potential for adverse social impacts within the Municipality, the Proponent shall:*
  - a. *Continue to encourage its employees and contractors to reside within a residential area within the Municipality. The proponent shall maintain communication with the Municipality regarding future plans;*
- B. *With respect to the potential for adverse impacts on municipal infrastructure, the Proponent shall:*
  - a. *Support the use of mass transportation systems to transport the majority of its staff from the local aerodrome(s) and communities to the Project site;*
- C. *With respect to engaging collaboratively and establishing a mutually beneficial working relationship, the Municipality shall:*
  - a. *Maintain its right to advocate the benefits of locating workers within a permanent community, and the detrimental effects of fly-in fly-out practices to the ERCB, Government of Alberta and other stakeholders;<sup>12</sup>*

The MOUs were stated to be active during construction, operations and decommissioning phases of the associated project. As stated, the commitments contained within the MOUs were for the life of the project.

Typically, the MOUs were signed as an outcome of the RMWB withdrawing from the regulatory review process for that applicant's oil sands project. In addition to this regulatory consideration, the MOUs are statements of intention that speak to the recognition by both the producers and the RMWB that "oil sands development ... has economic, environmental, social and cultural impacts on the residents of the [RMWB] ...

<sup>11</sup> MOUs were signed with Athabasca Oil, Cenovus, Connacher, Devon, E-T Energy, Harvest Operations, Ivanhoe, JACOS, Imperial, MacKay OPCO and Dover OPCO (PetroChina), Shell, Sunshine, and Total E&P.

<sup>12</sup> Excerpt from an MOU signed in 2012. Details privileged as agreement is stated to be "confidential".



[with both parties sharing] a commitment to the well-being of the residents and the communities as a whole within the [RMWB].”<sup>13</sup>

### **The Municipal Development Plan (MDP)<sup>14</sup>**

The MDP is the municipality’s prescriptive, local, long-range forecast planning instrument, required by the *Municipal Government Act* (MGA).<sup>15</sup> The MDP was approved through a public hearing process in 2011. Regional Growth as outlined in the MDP identified that in 2010, 22% of the population resided in project accommodations<sup>16</sup> and that the percentage would reduce to 10% by 2030.<sup>17</sup>

Specific direction was provided in the MDP on the matter of project accommodations in the context of regional growth management:

***Direction R.1 – The regional growth strategy is to concentrate new development while encouraging new and migrant workers to become permanent residents of the region, thereby minimizing the transient nature of the workforce. Through stability and permanence, municipal service provision will become more sustainable. The Priority Growth Areas of Fort McMurray and Anzac will accommodate the bulk of the growth, while more modest increases in population will be accommodated in other rural communities. Work camps will continue to provide accommodation for those on short-term employment, but long-term operational employees will be encouraged to settle in developed areas. To accommodate the oil sands construction workforce and remote operations, two new consolidated work camps will be supported at locations where significant employment is expected. Consolidated work camps promote efficiency through economies of scale and are able to provide more amenities to workers. [emphasis added]***

***Direction R.1.1 - Fort McMurray will continue to be the primary settlement area and service centre for the region. [emphasis added]***

***Direction R.1.3 - Work camps associated with oil production will continue to offer a reasonable form of accommodation for some workers, in particular for temporary construction workers and those in remote locations beyond a***

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<sup>13</sup> Ivanhoe MOU - March 5, 2013, recital provisions.

<sup>14</sup> MDP, *op. cit.*, Note 1.

<sup>15</sup> *Municipal Government Act* (MGA), RSA 2000, C. M-26, section 632.

<sup>16</sup> Municipal Development Plan, Bylaw 11/027, p. 24.

<sup>17</sup> *Ibid.*, p. 48.

*reasonable commuting distance from settlement areas. However, to the greatest degree possible, **work camps should be consolidated** to facilitate the provision of services. In partnership with the Province and oil industry, the Municipality will explore opportunities to consolidate work camps, both north of Fort McKay and in the Conklin area. [emphasis added]*

***Direction R.1.4** - It is one of the underlying assumptions of this Plan that **long-term operational workers in the oil industry can be attracted to settle in Priority Growth Areas**. As community amenities are enhanced, housing solutions are addressed, and transportation solutions are developed, the Municipality will work with the Province and the oil industry to **limit the use of work camps within a reasonable commuting distance from Priority Growth Areas as a means of encouraging permanent residency**. [emphasis added]*

### Changes made to municipal taxation

In 2016 the Government of Alberta introduced the concept of a linked “tax ratio” (LTR) – a mandatory requirement for all municipalities to set their property taxes so that the highest non-residential property tax rate would not be more than 5 times the lowest residential property tax rate.<sup>18</sup> At the time of introduction of this LTR the RMWB’s ratio was 18.3 to 1, the Province has yet to specify the precise timing of this compliance.<sup>19</sup>

The Municipality and industry partners worked to develop a 10-year transition plan that was ultimately submitted to the Government of Alberta. In principle the plan was accepted as a recommendation. The compliance timeline is understood to notionally be 10 years, with some flexibility as to time.<sup>20</sup>

### Recent conversations with Industry

Following Council’s latest directions made on January 28, 2019, Administration met with numerous stakeholders,<sup>21</sup> including oil sands producers, accommodation providers, and Indigenous partners, to discuss their perspective on the use of FIFO. Industry was encouraged to share information on the value and challenges that local and FIFO

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<sup>18</sup> MGA, section 358.1 (3.1).

<sup>19</sup> The 2019 tax ratio was approved as 12.45 to 1. RMWB “Fiscal Management Strategy (2019 – 2021)”, p. 3; RMWB Council Minutes, May 7, 2019.

<sup>20</sup> “(T)he minister (has) regulation-making powers in terms of timelines ... and this gives us the flexibility to ensure that communities have plenty of time to adapt.” Municipal Affairs Minister Shae Anderson, Hansard, May 17, 2017, p. 1109.

<sup>21</sup> Four engagement sub-committees were established for community support services; transportation; housing; and Indigenous and Rural. Representatives of the RMWB community at large populated the committees.

workforces bring to their operations. While this report reflects aspects of all the conversations that were had with oil sands producers, only the responses that were granted approval to be shared publicly have been included, as is, in this report (Attachment 5).<sup>22</sup>

As part of this engagement action, Industry invited members of Council and Administration to travel to oil sands facilities and camps. These site visits were very informative and helped develop a greater understanding of the travel needs and the varied nature of oil sands extraction facilities.

Through these conversations with Industry, Administration has identified three themes that offer the potential to respond to Council's objectives.

### **Safety**

Safety is a core value for all parties, particularly Industry. Oil sands operations are large, complex industrial sites that have an associated inherent level of risk. Each day, oil sands companies rely on their workforce to operate safely. This safety is impacted by many factors – one of which is the travel time to the site at the beginning and end of the daily shift.

Given the long shifts that employees work, both oil sands producers and camp providers expressed concerns over the daily commute time to and from project sites. Employees are expected to arrive at site fit-for-duty so that they can go about their daily work as safely and effectively as possible. Then at the end of the day, which can be 10 to 12 hours (or more), employees need to have enough time to return to their living quarters to rest and prepare for the next day's shift. Examples were given of how some employees chose to leave the region, in large part, because the daily commute to the work site was too long.

Safe travel and tools to mitigate concerns were discussed. The suggestion to create one or more "Park and Ride" locations was introduced, and many producers expressed an interest in evaluating the attraction of this option to their workforce. To that end, Administration has identified several sites in Fort McMurray (north and south of the Athabasca River) where "Park and Ride" facilities could occur. Administration is working directly with one company to begin a pilot project on one of the potential sites to test its effectiveness at reducing the daily commute time from Fort McMurray to one project site. The proposed "Park and Ride" location is in Abraham's Landing, west of Thickwood Boulevard, with a site substantial enough and located to limit the potential spillover effect on any nearby residential neighbourhood.

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<sup>22</sup> Due to the competitive nature of attracting and retaining a workforce in this region, some discussions were considered confidential and some companies further requested that Non-Disclosure Agreements (NDAs) be signed to restrict the release of company specific information.

Another commute time safety concern consistently raised by Industry was the inadequate existing provincial road infrastructure. It was felt that an increase in daily traffic on these roads would increase an already difficult situation. Specific and strategic improvements to Highway 63 north of Syncrude's Mildred Lake site and Highway 881 have been lobbied for by Industry to the Government of Alberta for a number of years, but with limited success. Expanded road infrastructure in the region would decrease the amount of time that a locally based employee would spend commuting to their place of employment, decrease their time away from home, and subsequently increase safety and worker satisfaction. It would also likely reduce any potential conflict between individual drivers and mass-transit and commercial traffic.

Administration has reviewed previous work regarding the identification, cost and benefit of potential road infrastructure in the region.<sup>23</sup> An update to this work was recommended to occur every three to five years and this refinement should identify where infrastructure spending may best be spent to the benefit of all parties in the region. Preliminary conversations with Industry about this additional work have occurred.

A benefit of Council's direction has been the free-flowing conversation and exchange of ideas that have taken place between the end of January through to mid-May. As an example, RMWB staff asked Industry about the possibility of altering workplace shift lengths. Administration learned from all producers that while this would be difficult, Industry was open to having employees permanently living in the region – with transportation provided to site at the commencement of the shift (with varying durations of 7, 10, 12, 13 or 14 days), and then back to their local home in the RMWB at the end. Some Industry members already offer this option to their employees, but many did not. Most Industry representatives seemed to be open to explore other strategies to operate their workforce in a manner responsive to RMWB objectives.

### **Workforce attraction and retention**

Administration heard from Industry that even over the tough economic climate of the past 3 years across Alberta and Canada, the oil sands workforce remained a competitive market with certain positions and trades remaining in very high demand. This high demand for skilled tradespeople and senior leaders is felt throughout the world; therefore, it gives employees that fill these crucial spots the ability to dictate certain terms of their employment, including their preferences regarding FIFO or living locally. Given the fact that experienced individuals may have established their families outside the region, Industry expressed a real reluctance to force these individuals to move to the RMWB. Industry believed that their employees have a reasonable expectation of choice about where they live and how long they choose to live there.

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<sup>23</sup> See note 11 above. RSAS Technical Papers (Fall 2014), as adopted by RMWB Council June 23, 2015. The RSAS was a collaborative initiative between the RMWB, Industry, and the Government of Alberta (GOA) to revise regional growth forecasts and related infrastructure needs.

Regarding this choice, Administration cited examples of Industry encouragement and employment ads directing prospective employees to relocate outside the region, closer to hubs like Calgary, Edmonton and Saskatoon, to fly directly to Industry operated aerodromes (FIFO). These examples contrasted the use of “living local” employment strategies/incentives used by some members of Industry. The Oil Sands Community Alliance (OSCA) has reported that some of these incentives include:<sup>24</sup>

- Relocation expenses
- Fort McMurray uptick allowance (typically 15% of base salary)
- Rental assistance program (\$1,000 to \$1,500/month)
- Mortgage Assistance Program
- One-time housing allowance/down payment (up to \$40,000)

Even when offered financial incentives like these to live in the region, many Industry members and contractors stated that significant portions of their workforce simply choose not to relocate to the RMWB.

Other producers shared that where they have successfully brought in new hires to live in the region, they often have difficulty keeping them in the face of higher wages paid by the larger producers. In an example, the larger operator then required this same employee to leave the region to move proximate to a distant FIFO hub.

All the companies that met with Administration stated that they would hire local and many of them stated that their hiring processes give preference to locally based employees. However, all Industry representatives spoke of the difficulty they have experienced when trying to hire local – that there simply isn’t a big enough local pool of skilled qualified labour. This, combined with what was learned about the willingness of existing employees to move to the region, led to conversations about how to increase the number of skilled tradespeople that live in this region.

While a Keyano College representative was not present at these meetings with individual companies, it was identified by all parties that Keyano plays a crucial role in responding to the need for a locally based and skilled workforce. Administration encouraged Industry to reach out to Keyano’s senior leaders, to work closely with them to identify the existing and future needs of Industry, and to partner on apprenticeship opportunities.

### **Regional marketing and education**

When Industry workers are asked, there is no clear preferred choice on where they wish

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<sup>24</sup> OSCA Fly-In Fly-Out RMWB Fact Sheet, <http://www.oscaalberta.ca/wp-content/uploads/2015/08/OSCA-Fly-In-Fly-Out-RMWB-Fact-Sheet.pdf>.

to live. Industry has retained Nichols Applied Management (Nichols) to conduct surveys of the FIFO workforce on a wide variety of topics.<sup>25</sup>

Administration has examined Nichols' work to understand why people choose not to live here and under what conditions an individual might be interested in moving to the region. Efforts have also been made to understand with greater clarity which province or territory these employees reside in, their age, gender and family status - all with a view to better inform a targeted marketing and communications plan that might successfully respond to worker residency preferences.

In summary, the studies suggest that young (aged 25 - 34) individuals from Ontario and the Atlantic Provinces are most willing to relocate to Fort McMurray. In this age group, the most frequently cited reasons by "operations-related" FIFO workers not living in Fort McMurray include:

- Housing is too expensive
- Immediate family already settled elsewhere
- Fort McMurray is too far or too remote to travel to
- Concern with social conditions

The most frequently cited changes that would lead young workers from Ontario and Atlantic Canada to consider relocating to Fort McMurray include:

- Increased job security (i.e. confirmation of longer-term work)
- Improved housing incentives
- Increased employment opportunities
- Improved transportation network
- Increased recreation options (e.g. ice arenas, swimming pools, recreation facilities, gyms)

In some cases, it is not just about the money. In particular, the younger age group (i.e. "millennials") are looking for a wide variety of dining, recreational and cultural opportunities. Findings such as these will help Administration and Industry work together to make Fort McMurray a more attractive place to live. Some findings will require significant changes (improved transportation networks); some will be extremely hard to make a meaningful impact (immediate family already settled); and some show that respondents are simply not aware of what the region has to offer.

The *Wood Buffalo Economic Development Corporation* (WBEDC) is actively working on

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<sup>25</sup> The most recent Nichols survey occurred in 2017 and the client, OSCA, shared the findings with many different organizations throughout the region. *Oil Sands Operations-Related Rotational Workforce Study*, <http://www.oscaalberta.ca/wp-content/uploads/2015/08/Oil-Sands-Operations-Related-Rotational-Workforce-Study.pdf>.

creating materials and a strategy to implement these plans. With Council's direction, Administration is working closely to support WBEDC.

It is important to note that every individual and company in the RMWB has a role to play in promoting the region. It cannot be left to only Industry, the RMWB or the WBEDC to showcase those things that make the region attractive.

Industry members spoke in strong support of regional marketing and promotion and have committed to providing access for marketing materials that are developed to be placed in the camps where their FIFO operational employees reside or posted on company or camp websites. Doing so will help provide information about the region to their employees if/when they are contemplating relocating to the region.

Some Industry partners also continue to actively conduct surveys with their employees and have offered to involve Administration and share their findings with us. These surveys are anticipated to build off the Nichols work and will help further refine targeted marketing and messaging about the region.

### **Recent conversations with camp providers**

In addition to the conversations that Administration had with Industry, it also met with three of the region's largest camp providers. These conversations effectively provided Administration with an understanding of how the camp business operates and the challenges that it too faces in the RMWB.

Not unlike Industry, camp providers are experiencing economic challenges and, as a large and important contractor to Industry, have been responding accordingly by laying off staff and consolidating their operations. Stable occupancy throughout the region appears to have disappeared. Camp providers' core business is transitioning to accommodating the temporary housing needs of the industrial workforce that is needed to conduct the relatively short projects associated with maintenance, turnaround and construction activities. The camps required to house these workers can be opened and closed within a relatively short amount of time which allows the camp providers to be very responsive to the needs of Industry when unexpected events occur.

The percentage of local residents employed by camp providers varies from facility to facility.<sup>26</sup> Similar to Industry employees residing in the camps, the camp worker length of stay in the region can be for relatively short periods of time. Like Industry, the camp providers stated that they understand the value of hiring local and prioritize this hiring wherever possible. However, Administration heard that due to the cyclical nature of the camp business, a higher emphasis on local employment could also result in a larger

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<sup>26</sup> Camp employees include security workers, cooks, administrators, cleaners, maintenance personnel, food providers and delivery, etc.

number of local layoffs as well.

Administration heard that, again like Industry, the camp providers have substantial and valued relationships with regional Indigenous communities. Combined with the local non-Indigenous businesses, these contracts and partnerships also provide significant local economic benefits throughout the region.

### **Recent conversations with contractors**

Through the conversations with Industry, it quickly became apparent that the contract workforce makes up many of the people that are employed at oil sands sites. At the request of Industry, Administration met with nine “contractors”<sup>27</sup> to learn more about how their businesses operate and to have the same conversation about opportunities to increase locally based employment.

Like Industry, Administration heard that contractors are having a hard time finding the skilled labour that they need, and that the region does not have a large enough pool of skilled workers. Many of the contractors need highly skilled, highly specialized individuals. These staff are in demand both in Canada and globally. Domestic competition comes from examples such as nuclear turnaround projects in Ontario and natural gas projects in British Columbia. Given the difficult financial times, it will be increasingly difficult to attract and retain these skilled workers.

While many contractors have a steady flow of business with Industry, their contracts can be for defined, relatively short, periods of time (of anywhere from months to up to five years). Whenever contracts are up for renewal, there are no guarantees that they will be renewed. contractor employees may feel challenged to make the significant financial decisions needed to uproot and move their families to the RMWB and to buy or rent homes in the region, where they are given no guarantee beyond short-term employment.

### **Recent conversations with Indigenous partners and community stakeholders**

Along with conversations with Industry, contractors, and lodging providers, Administration has worked with members of our indigenous communities, residents and stakeholders<sup>28</sup> to identify how to incent the FIFO workforce to permanently reside in our region. Following an initial meeting where participants brainstormed ideas aimed at incenting people to move here, sub-groups were created to further identify and refine

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<sup>27</sup> Contractors are the non-employee oil sands workers who provide goods and services to Industry. This could include engineering and technical personnel, pipefitters, welders, etc. who work independently.

<sup>28</sup> Stakeholders include representatives from the builder, developer, tourism, education (Public and Catholic school districts and Keyano), banking, real estate, aviation, small business, social profit and health care sectors along with the Oil Sands Community Alliance and the Wood Buffalo Economic Development Corporation.



ideas and create incentives that could be considered. The sub-groups focused on the following areas:

- Community Support Services
- Transportation
- Housing Strategy
- Indigenous and Rural

The Community Support Services sub-group identified six pillars and incentives/solutions were developed for each pillar. The six pillars are listed below along with the incentives/solutions that have been identified for each pillar:

- External Communications (outside the region)
  - Formation of a community human resources committee
  - Advisory Committee on Aging incentives
  - International Student incentives
  - English as Second Language (ESL) job shadowing
  - Community welcome program development
  - “Unit”, not just an individual, recruitment packages
  - High profile digital/print marketing materials
- Internal Communications (inside the region)
  - Public image campaign
  - Assess results and methodology of CARE project
- Ecosystem
  - Utilization of OSCA survey results
  - Research and identify generational value sets and consider when recruiting
- Multicultural
  - Work with Multicultural Association in a door knocking campaign
  - Highlight and expand multicultural activities
- Social Depth
  - Develop a person version of Communities in Bloom
  - Combine all community calendars
  - Support Social Profits to create a summer series of events geared to families and individuals
- Accessibility
  - Incentives/solutions require additional time to identify

The Transportation sub-group identified short, medium and long-term improvements that require lobbying efforts to the Provincial and Federal Governments and identify potential influencers to assist in this work:

- Designate Fort McMurray as a “Northern Community Zone” (short term)
- Support the Fort McMurray International Airport’s endeavors to utilize special charters and/or existing empty “dead-head” flights as affordable flight options for local travelers (short/medium term)
- Designate a High Occupancy Vehicle (HOV) lane on Highway 63 north of Fort McMurray (short/medium term)
- Support construction of the East Clearwater Highway project, East, North and South sections (long term)

The Housing Strategy sub-group identified Stabilization, Affordability and Branding as three pillars of a resident growth strategy:

- Stabilization will require an analysis of the currently housing-related inventory in the region, including lots, new builds, re-sale, rental, etc. These “supply” elements must then be considered as “demand” factors such as monthly sales and new demand (demographics, transportation, etc.) are further assessed.
- Affordability is impacted by two main factors – housing and land development. Factors related to accessing the housing market (purchasing power, financial incentives) along with inhibitors/facilitators such as the mortgage stress test all impact the availability and pricing of new and existing homes.
- Over the years, the cost of land development in Fort McMurray has been impacted by the Government of Alberta’s (GOA) land-sale practices and policies. Working with the GOA to review and assess disposition practices, along with revisiting previous RMWB efforts regarding land development, are suggestions made that might be done with the goal of reducing the cost of land, and ultimately housing.
- Branding better neighbourhoods that meet market demand is intertwined with stabilization and affordability. Builders need to be responsive to the shifting needs and wants of the specific demographic of the population that is being incented to live in this region.

To best continue the work that is required in these three pillars, the Housing Strategy sub-group recommends the creation of a housing task force to further align the efforts of the region’s strategy for growth in the resident community.

The Indigenous and Rural sub-group spoke of the positive and negative impacts that incenting additional residents to move into the region’s rural communities could have. Population increases would likely bring additional economic opportunities and employment and would help attract some of the private-sector services that some of the communities would like.

However, it was also stated that change such as this will be challenging for some of the rural communities as there is a fine balance between growth and maintaining culture.

There is no consensus within some communities as to whether growth should be pursued.

The Indigenous and Rural sub-group members stated that the question of growth in the rural communities is not an easy one to answer as each community has specific perspectives. Prior to significant efforts being made to grow the rural communities, additional conversations need to occur individually with each rural community to ensure their unique perspectives are considered.

### **Administration's observations**

Conversations with Industry were, overall, generally positive. For some participants, the use of camp accommodations and a FIFO workforce are ingrained in the economics and culture of their work. When challenged by Administration to think differently about how they operate, especially in difficult economic times, most were initially resistant to change but appeared to be more open to change as the conversations progressed.

As Administration began to meet one-on-one with Industry, it quickly became apparent that each company had different perspectives, needs and challenges related to this issue and that a “one size fits all” solution would be difficult to identify. The size, location, finances and organizational culture of each Industry member varies greatly and so does their approach to FIFO. There is a continuum of FIFO response, with one end of the spectrum being companies primarily staffed by local employees; at the other end staffing is predominantly through FIFO.

It was mentioned repeatedly by some of the smaller oil sands producers that they do not have the financial resources of the larger producers. As such, they did not see it as reasonable to expect them to have robust local incentive and relocation packages for their staff. Some companies are experiencing significant financial challenges and are struggling to maintain operations.

It was evident that Industry's workforce could be grouped into many categories. Extraction activity could be classified into either “mining” or “in situ” (e.g. SAGD). In each of these categories, there are two types of workers: employees and contractors. Employees are typically “operations” staff that are responsible for the day-to-day running of the facilities and, in some cases, regular on-going maintenance. Contractors are typically employed by a third party and are brought on-site to conduct specific tasks within a defined period. Administration heard that both types of employees are becoming increasingly difficult to attract and retain and that the nature of their work means that they have different expectations regarding their compensation, hours of work, length of shift, and, subsequently, where they may choose to reside.

All the Industry participants seemed to understand the challenge that Council and Administration face with respect to encouraging full-time residency within the region. They expressed a willingness to continue to work with all levels of the RMWB now and in the future. The companies understood that these were preliminary conversations and

that more work would be required in the future.<sup>29</sup>

## Conclusions

Administration has engaged extensively with many of the region's key players as a direct result of Council's resolutions, particularly in respect of the FIFO workforce and camps. In general, Administration has heard that oil sands companies, lodging providers and contractors within the region understand the housing, population and economic challenges that this region is facing and are willing to work towards making changes to help achieve the goals of the RMWB.

While it was not explicitly mentioned above, financial considerations were a consistent theme, underpinning other matters such as safety, marketing, employee attraction and retention, or most other topics of conversation. Industry, contractors and camp providers continue to feel the effects of a low oil price environment and are continuing to seek efficiencies to reduce their operating costs. The underlying tone of our conversations was that they are willing to work with the RMWB, but that economics will remain a key driver and that safety is a core value.

The initial conversations have gone well; however additional dedicated effort from the RMWB, Industry, contractors and camp providers will be required to induce and encourage their employee and contracted workforce to become more locally based.

Industry, contractors and camp providers all recognize that their success in the region is, to a great extent, married to the success of the RMWB and all its residents. Important commitments have been made by Industry to advance the RMWB's goals. Some changes can be implemented relatively quickly and cost effectively, while others will take more time. In all cases, Industry has stated that the changes the RMWB is hoping to see with respect to the region's population will take time. Some specific commitments that have been made include:

- Continued use of financial incentives where they already exist and renewed efforts to assess whether new/additional incentives can be introduced over time.
- Exploration of a "Park and Ride" system within the RMWB Urban Service Area, including a pilot project in the short term.

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<sup>29</sup> The RMWB found that Industry job postings stated that employment hubs (collection locations for FIFO flights) included places like Edmonton, Calgary, Kelowna, Saskatoon and Bonnyville. These notices made no mention of local RMWB employment or residency being of equal consideration in the hiring. The unintended consequence may have been to discourage local resident applications. When this concern was raised with Industry, they affirmed that while there was no intention to exclude locally based employees, they acknowledged that it did give that impression. Industry partners committed to changing this practice to ensure that it explicitly states that residents from within the RMWB are job eligible. Administration will continue to monitor Industry job postings to assess the employment messaging and will work directly with individual producers to encourage and support local hiring.

- Hiring and procurement practices that provide advantages to residents and businesses.
- Explicitly stating in job postings that residents are able and encouraged to apply for new jobs as they become available.
- Working closely with Keyano College to help develop training and apprenticeship programs that support the current and future employee needs of Industry.
- Encouraging continued use of the Fort McMurray International Airport.
- Joint lobbying efforts to the provincial and federal government regarding necessary infrastructure improvements, particularly with respect to twinning Highway 63 north of Syncrude/Mildred Lake.
- Further conversations individually and collectively as part of OSCA.
- Continued community investment and support.
- Additional data and information sharing regarding Industry's workforce.

In order to ensure that as Industry, contractors and the camp providers make changes to the way that they operate and work towards fulfilling the specific commitments that they have made, continued and regular reporting and monitoring is crucial to assess whether the RMWB's goals are being achieved. This reporting and monitoring must be publicly shared and available to allow residents of the RMWB to understand the efforts that are being made to promote local employment and the successes and challenges that occur as a result. A key conclusion from these efforts is that there is a general lack of understanding of Industry's efforts to hire locally in the region and the rationale as to why a FIFO and camp-based workforce remains necessary in many cases.

Regular reporting will be extremely important to identify both successes and where changes need to occur. Administration will play a key role in providing comprehensive updates to Council and will rely on the support of all the involved parties, especially Industry, to ensure the timely sharing of information.

As the goal of increasing Industry's use of a locally based workforce is a collaborative effort, the RMWB must rely upon the continued collaboration by Industry and other stakeholders, specifically:

- Industry:
  - To further educate the partners, stakeholders and residents of this region on how Industry might further encourage employees to live, work and play in the region. This includes, but is not limited to, actions such as town halls, job fairs, and job postings. Industry would be encouraged to routinely share their

- key indicators with the RMWB, including Industry data on number of locally based employees.
- To continue to work with Administration to seek win-win solutions on how it can reduce its use of the FIFO workforce and, where possible, operations-based camps.
  - To continue to use its existing incentive programs and partnering with the RMWB on new programs that incent a local workforce.
  - To help market the region to its existing employees and new hires as a vibrant, sustainable place they can call home.
  - Where possible, to encourage its contractors to have their employees live in the region's communities.
  - Wood Buffalo Economic Development Corporation:
    - To continue to build a set of regional marketing and attraction materials, including a strategy, to promote the region alongside Industry, contractors, camp providers, businesses and organizations, and individual residents.
  - Keyano College:
    - To work with Industry to prepare course offerings that respond to expected Industry employment needs to increase the pool of locally based employees that have the skills and experience to support the continued development of the oil sands

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

Depending on the outcome of the findings and recommendations of this report, Administration may require additional resources to complete the recommended tasks.

### **Rationale for Recommendation:**

The FIFO response to delivering workforce to the oilsands project sites and the associated project accommodation were Industry answers that first commenced about 20 years ago. Their use has continued, relatively unabated, since. Their use became an integral part of most all oil sands operations. It has been a long and clearly defined objective of the RMWB, as articulated in the approval of the MDP in 2011, to move from a FIFO-based work force (particularly for “operations” facilities) to a more locally based workforce. This initiative has not been actively embraced by Industry, leading to Council's most recent motions.

The recommendations in this report, in particular, the changes proposed to the LUB, will increase the likelihood of the approved MDP directions and objectives being implemented.

**Strategic Priorities:**

Regional Economic Development

**Attachments:**

- 1. Presentation - Summary of Fly-in Fly-out Conversations (February-May 2019)**
- 2. Presentation - Housing Strategy Sub-Committee**
- 3. Presentation - Transportation Sub-Committee**
- 4. Presentation - Community Support Services Sub-Committee**
- 5. Letters from Industry re. fly-in fly-out and camp accommodations**

# Summary of Fly-in, Fly-out conversations (Feb-May 2019)

## RMWB Administration

Presenter: Jamie Doyle & Brad McMurdo

Department: RMWB Internal FIFO Working Group

Meeting Date: June 4, 2019



# Background

- Historical positions
  - 2006
    - “temporary solution”
    - Sustainable Communities
  - 2010 – 2013
    - MOU’s
    - Municipal Development Plan

# Background – Council Motions

- April 2016
  - Reduce oil sands property taxes
  - Oil sands companies increase local employment
- December 2018
  - Plan to collaborate to attract workers to reside in the region
  - Look at tax incentives

# Background – Council Motions

- January 2019
  - THAT Administration be directed to take the necessary steps to bring forward a bylaw to impose a moratorium within 75 km of the urban service area allowing for extraordinary circumstances that include turnaround, exploration, maintenance periods and capital projects. This should not apply to any project accommodations not accessible by road.

# Background – Council Motions

- January 2019
  - Revisit the memorandums of understanding that have been signed in the last 10 years to see if they are still relevant
  - Undertake a community engagement initiative related to rotational workforce
  - Look at individual project accommodation camps when come up for approval and or renewal applications and work directly with industry partners to reduce the number of people utilizing camp accommodations as much as possible with the aim of reaching the MDP target of 10% by 2030.

# Background – Council Motions

- January 2019
  - Work with industry to bring flights through the Fort McMurray International Airport
  - Report back to Council by June 30, 2019

# Background

- Impact of moratorium
  - Within 75 km of Fort McMurray on April 9, 2018
    - 63 camps
    - 29,235 people
    - Capacity for 57,033

# Conversations with Industry (Feb-May 2019)

- One-on-one conversations
- Oil Sands Community Alliance
- Site visits
  - Oil sands sites
  - Work camps
- Deeper dive into existing studies and surveys
- Observations
  - Safety
  - Workforce attraction and retention
  - Regional marketing and education

# Conversations with camp providers and contractors (Feb-May 2019)

- One-on-one conversations
- Site visits
- Observations
  - Safety
  - Attraction and retention
  - Need to remain competitive



# What we heard

- Acknowledgement of region's challenges
- Variation between companies
- Economic challenges

# Industry commitments

- More work to be done – together
- Assess transportation (programs and infrastructure)
- Renewed efforts to seek local services and employees first
- Work with key stakeholders

# Community conversations

- Broad stakeholder meeting
- Subgroups
  - Housing
  - Transportation
  - Community Support Services
  - Indigenous and Rural

# Recommendations

- Pursue commitments made by way of MOU's
- Continue to request MOU's
- Work with Industry to identify high priority infrastructure projects
- Park & Ride
- YMM Hub
- Community & Stakeholder Engagement
- Statutory Plan and Bylaw amendments

# Next steps

- Continued engagement with industry, service providers, and community
- June 4 – Present Council Report (with recommendations)
- Land Use Bylaw Amendment Process
  - June 11 – First reading of proposed bylaw
  - July 9 – Second and third reading of proposed bylaw

Thank You

Questions?



# Housing Strategy Sub-Committee

# Purpose

- The working group was to find common direction that would stimulate the growth in the Urban Area.
- The subgroup is proposing to construct such incentives, with the ultimate outcome being ***confidence in our community***, and arriving at:

***“A Strategy for Growth in the resident community”***



# Sub Committee Contributors

## Committee Members

- Gilles Huizinga
- Carmelo Daprocida
- Steve Auty
- James Goertz
- Andrew Weir
- Bryan Rabik
- Olive Wooden
- Henry Hunter
- Christine Matthews

## Out reach

- Greg Walsh
- Jodi Whalen

## Ex Officio Members

- Annette Antoniak, CAO
- Jamie Doyle, Deputy
- Kevin Weidlich
- Karim Zarffia
- RMWB staff

## Three Pillars to a determined resident growth Strategy

- Stabilization
- Affordability
- Branding: Better neighbourhoods for various markets

# Task Force on Housing:



Expertise to develop  
affordability Tactics



Ec-Dev to incorporate  
housing brand into story



ASP's and RMWB to  
complete community  
design parameters;  
housing Corp

# Stabilization: supply analysis

- Supply, current Inventory
  - Lots
  - Standing new inventory
  - Re-sale market
  - Rental Availability

# Stabilization: demand factors

- Project demand Cycle
  - Monthly sales
  - New Demand
    - Demographic impacts of the moratorium
      - Commitment of oil industry
      - Incentivized impacts
  - Transportation Impacts
    - Travel time as per retention/recruitment inputs
- Market Stability
  - Cautious Impacts of Boom/Bust/Boing!

# Affordability: the housing side

- Access to market
  - Purchasing power
  - Incentives on selling side
    - What do these look like
    - Purchasing power by new residents
- Inhibitors/facilitators
  - Stress test; what factors need be overcome?
- Delivery of new housing
  - Availability
  - Impacts on pricing
  - New vs existing housing costs

# Affordability: the land development side

- What is currently on the table, review and assess
  - GOA pricing
  - Anticipate markets
  - RMWB "*Municipal Land Development Co.*"
    - Builder info
    - Capacity
    - Developer interest/commitment
- Impacts on land cost
  - Review production and GOA/off site input costs
  - Future supply—GOA and ASP's



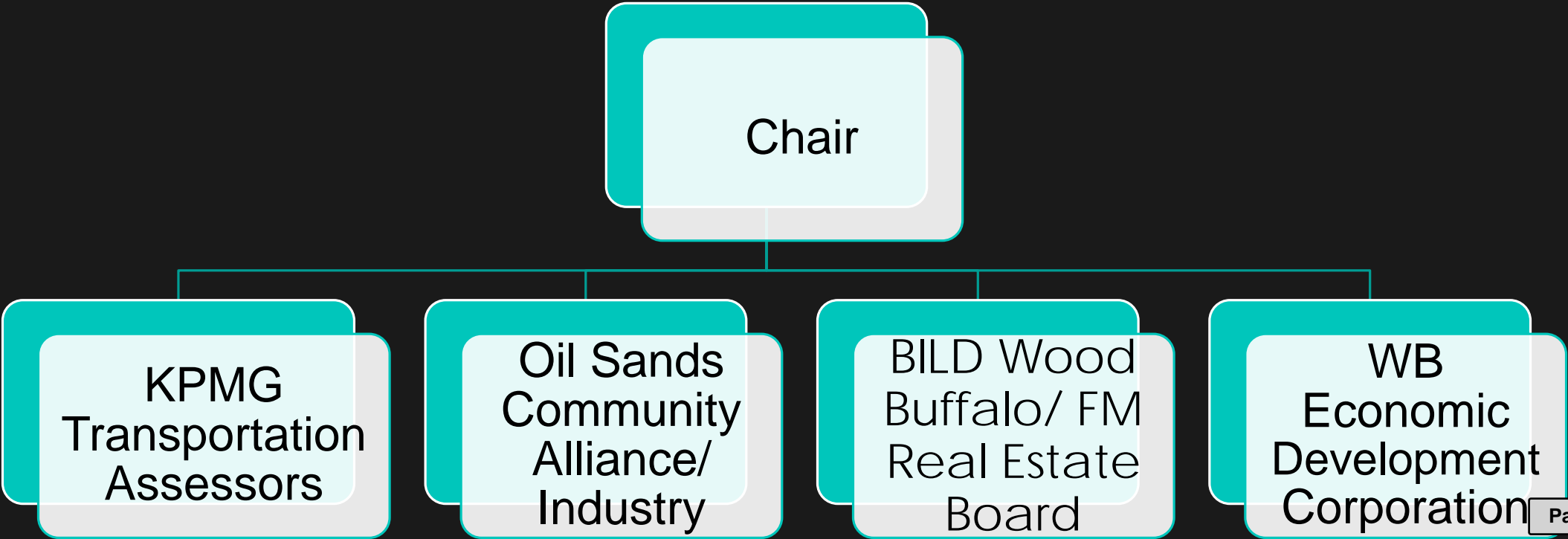
# Branding: better neighbourhoods meeting market demand

- Managing new demand/supply of futures
  - Price management
  - Land costs and release
    - GOA and RMWB
    - Time/development cost continuum
- Branding of housing market
  - Affordability
  - Community, character\*\* see better neighbourhoods
    - walkability/cycling: slice the demographics
    - large lot/walk outs/multi /cosmopolitan/access to streetscapes, cycling/ped ways
  - Parade of Builders
  - Security of supply



# Creation of 5 Member Task Force:

Struck by the Regional Municipality of Wood Buffalo and jointly funded by the RMWB and OSCA



## Proposed TASK Force Deliverables

Commissioned expertise developing stabilization tactics

Incorporate “Housing” within the overall Regional Branding renewal

Seek RFP or other vehicles to develop community options;

Provide support and input from both the Transportation and Social Community sub groups.

# Wood Buffalo: An overarching Regional Strategy for Growth in the resident community



# Transportation Sub- Committee

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## Sub Committee Contributors

Bryce Kumka

Willie Hamel

RJ Steenstra

Wes Holodniuk

John Elder

# Purpose

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Provide one to three incentives to the FIFO Group that assist in making the Region a better place to live, in turn, increasing the permanent population.

# Process

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The sub-committee set out to identify incentives for the region, however, what they found was that the incentives that were being tossed around actually helped them to 4 potential improvements these opportunities would fall into short medium and long-term timelines.



Many could be accomplished for the region through lobbying the Provincial/Federal Governments.

# Quick Wins

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Designate Fort McMurray as a Zone A Northern Community.



Designate a High Occupancy Vehicle Lane(HOV) on Highway 63 north of town.



Support the airport in their endeavor utilize existing empty flights coming into and leaving the community as cheap flight options for local travelers.



East Clearwater Highway Project (East, North and South sections).



## Support construction of the East Clearwater Highway project, East, North and South Sections

**Current Situation:** GOA is in Consultation with stakeholders over the feasibility to develop this new route

**Intended Outcome:** Reduction in commute times to under one hour for the majority of the Northern Oilsands facilities, Secondary Hazardous Goods Route, Secondary mean of emergency egress for residents.

**Benefit:** Increased quality of life with reduced commute time and benefit of being able to live in Fort McMurray and Commute daily to worksites that are currently too remote.

Significant life safety improvements for Hazardous goods not having to travel through the community, and Secondary egress opportunities for emergencies

**Influencers:** OSCA, RMWB, MP, MLA'S, Stakeholder organizations

**Methodology:** Letter Writing, Lobbyist in Edmonton / Ottawa

**Timeline:** Long term

Designate a High Occupancy Vehicle Lane(HOV) on Highway 63 north of town.

**Current Situation:** No applicable legislation currently in place to allow for HOV (High Occupancy Vehicles) on a provincial Highway.

**Intended Outcome:** Implementation of HOV lanes on HWY 63 North and South of HWY 881

**Benefit:** Reduced Commute times and increased safety with reduction in the number of vehicles on the highway.

**Influencers:** OSCA, RMWB, MP, MLA'S, Stakeholder organizations

**Methodology:** Letter Writing, Lobbyist in GOA (Alberta Transportation)

**Timeline:** Short / Medium term

Support the airport in their endeavor utilize Special Charters, and or existing empty flights coming into and leaving the community as affordable flight options for local travelers

**Current Situation:** Majority of flights are scheduled and provided by Major Air Carriers.

**Intended Outcome:** Special Charter could add fun destination and experiential opportunities for residents

Work Crew Charters due to scheduling can result in an empty Plane being flown to or fro the Fort McMurray Airport.

**Benefit:** Lower cost travel / more access to additional flight times

**Influencers:** Oilsands Employee Associations (Travel Clubs), RMWB, Stakeholder organizations offering members access to new travel options

**Methodology:** Airport Authority is in process

**Timeline:** Short / Medium term

## Designate Fort McMurray as a Zone A Northern Community

**Current Situation:** Intermediate Zone (B) designation allows for a tax deduction of \$5.50 per Day that you reside in the region.

**Intended Outcome:** Fort McMurray could be designated as Zone (A) then the tax deduction would double at \$11 per day.

**Benefit:** \$2000 per household per year

**Influencers:** RMWB, MP, MLA'S, Stakeholder organizations

**Methodology:** Letter Writing, Lobbyist in Ottawa

**Timeline:** Short term

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# Thank you

# Community Support Services Sub-Committee

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# Sub Committee Contributors

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- Arianna Johnson - SPCA
- Murray Crawford – Northern Lights Regional Health Centre
- Allan Kallal – Wood Buffalo Housing and Development Corp.
- Kevin Weidlich – Wood Buffalo Economic Development Corp.
- George McGuigan – Fort McMurray Catholic School Board
- Karim Zariffa – Oilsands Community Alliance
- Cecilia Mutch – United Way Fort McMurray and Wood Buffalo
- Chantal Beaver – Fuse Social
- Trent Keough – Keyano College
- Leanne Hawko - NAABA

# RMWB Support

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- Annette Antoniak - RMWB
- Jamie Doyle - RMWB
- Lynda McLean - RMWB
- Dennis Vroom – RMWB
- Paulette Fitzgerald – RMWB Admin Support



# Process

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The sub-committee identified 6 key pillars early on in the process and discussed each one over the course of three meetings.

Due to the complex nature of this sub-committee, a number of incentives/solutions were developed per pillar to ensure a strategy that is inclusive and provides a fulsome approach to address the needs of current and future residents

# Sub- Committee Pillars

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External Communications  
(outside the Region)



Internal Communications  
(Inside the Region)



Ecosystem



Multi-Cultural



Social Depth



Accessibility

# External Communication - Incentives/Solutions

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1. Community Humane Resources Committee Formation
2. ACOA specific Incentives
3. International Student Incentives
4. ESL Job Shadowing
5. Welcome Wagon like Program Development
6. Unit Recruitment Packages
7. High Profile Digital/Print Marketing Materials

# Internal Communications - Incentives/Solutions

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1. Public Image Campaign
2. Community and Regional Economic Support Program (CARES)

# Ecosystem Incentives/Solutions

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1. Utilization of OSCA survey Results
2. Research and Identify generational value sets and cater to the values of the generations being recruited.

# Multicultural Incentives/Solutions

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1. Engage the Multicultural Association in a door knocking campaign
2. Highlight & Expand Multicultural activities

# Social Depth Incentives/Solutions

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1. Develop a people version of Communities in Bloom
2. Combine all community Calendars for ease of access
3. Support Social Profits to create a summer series of events geared to families and individuals.

# Accessibility Incentives/Solutions

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1. Not yet Identified



# Recommended Short-Term Incentives

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1. Formation of HR Committee – focus on recruiting the family as a unit
2. Support the formation of a summer series of events by social profits
3. Community Welcome Program
4. Identify and implement Seniors Incentives in collaboration with ACOA

Thank You

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Edmonton, AB  
T6E 6B4 Canada

TEL 780 440 7687  
FAX 780 462 6784  
TOLL FREE 800 314 2695  
civeo.com

VIA EMAIL

March 7, 2019  
(revisions to May 28, 2019 are italicized)

Regional Municipality of Wood Buffalo  
7<sup>th</sup> Floor, 9909 Franklin Avenue  
Fort McMurray, Alberta T9H 2K4

**Attention: Annette Antoniak, CAO and Members of Administration**

Dear Mesdames/Sirs:

**Re: Industry Engagement re Project Accommodations  
Response to Working Group Request for Further Details from Civeo  
Council Motion January 28, 2019: Administration Research Items (a)-(d)**

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*[Note: The purpose of this letter is to assist Administration in gathering information on items (a)-(d) in Council's motion adopted January 28, 2019 (copy attached) which motion is set to return to Council by June 30, 2019. Civeo's advance consent would be required for any other use of the contents of this letter. Finally, this letter does not include comments Civeo might have about bylaw amendments, motions or other processes relating to project accommodations. Those comments, if any, will be set out in separate correspondence at the appropriate time.]*

As noted in my email earlier this week, I wish to thank you again for the opportunity for our Civeo team to meet with your working group this past Thursday, February 28. It was a very productive first engagement between our respective teams. As promised during our meeting, we agreed to provide more details about Civeo including our operations, employees, local area engagement and contributions within the Regional Municipality of Wood Buffalo (RM). Those details are outlined below.

As we are in the early stages of providing detailed information to the working group, we expect there may be questions or additional information you might need. We thus look forward to hearing from you so we can ensure the RM has the information it requires to make an informed decision regarding project accommodations in the region.

## OPERATIONS

### a. Company Overview

Civeo (NYSE: CVEO) is a workforce accommodations specialist dedicated to helping people maintain healthy, productive, and connected lives while living and working away from home. Our belief is that a well-rested employee with a balanced lifestyle will be more productive at work – making accommodation providers a key partner in the success of oil and gas operations.

Over the past 20 years, Civeo has been a leader in providing support to many large energy development, construction, expansion, turnaround, maintenance, operations and capital projects within the RM. Our focus has been to provide quality accommodations to the workforce associated with these projects so that energy producers can maintain ongoing, safe and efficient operations.

Civeo has been proud to work collaboratively with the RM in supporting the skilled trades-people who have been, and continue to be critically important to the different phases of these economically important projects.

Civeo owns and operates 17 lodges in the RM. These facilities are Open Lodges on long term leases with the Government of Alberta. While we serve local producers in the RM, we are independent from the producers and not a member of OSCA.

#### b. Civeo Lodges in the RM

Broadly speaking, project involvement for those staying in our lodges is for variable periods of time, ranging from a few weeks to months, depending on the scope and complexity of the projects the workers are involved in. Having safe, flexible worker accommodations available in close proximity to projects remains an essential part of the critical regional infrastructure necessary to sustain the model for safe, remote oil and gas developments.

The table below provides details about Civeo's lodges in the RM. These lodges are subject to extreme seasonality. Please advise if you would like more information about non-public occupancy numbers.

LODGE	CAPACITY	LOCATION
Anzac Lodge	526	NE-7-84-6-W4
Athabasca Lodge	2,005	E1/2-1-94-6-W4
Beaver River Lodge	1,243	E1/2-1-94-6-W4
Borealis Lodge	1,504	Suncor Main Plant
Christina Lake Lodge	30	28NE 4-7-76-W4
Conklin Lodge	1,012	NW 10-77-8-W4
Fort McMurray Village		
• Bighorn	760	Aostra Road
• Black Bear	530	
• Buffalo	573	
• Lynx	855	
• Wolverine	855	
• Grey Wolf Lodge	946	Hammerstone Quarry site
Henday Lodge		
Hudson Lodge	624	Voyageur Road

Mariana Lake Lodge	526	SW10-81-13-W4
McClelland Lake Lodge	1,997	NW10-97-20-W4
Wapasu Creek Lodge	5,174	E1/2-29-95-7-W4
<b>Total Room Count</b>	<b>19,160</b>	

### c. Other Services

We employ a number of sustainable design techniques and ecological systems to reduce our footprint and energy consumption, as well as to promote energy efficiency. Imperative to our operations is responsible stewardship of the land and our commitment to return sites to their previous condition once we retire from the area.

#### Water Treatment Facility

Civeo owns and operates three municipal-sized water treatment facilities located at our Beaver River/Athabasca site. Our on-site treatment plant purifies water drawn from the Athabasca River and the potable water plant is capable of serving a city of more than 20,000 inhabitants and provides potable water to Civeo lodges located throughout the RMWB (and services RMWB, Indigenous Community and third party client needs). Civeo also operates two municipal sized waste water treatment plants at the same location, each plant receives sewage from throughout the northern portion of the RMWB.



Wastewater from our surrounding operations is treated to government health and environmental standards and returned to the river at higher purity level than when it was originally acquired. Civeo is the only accommodations company that is authorized to discharge into the river.

In 2018, we began contributing over \$215,000 annually in levies to the municipality from the operation of our own wastewater treatment facilities.

#### Laundry

Serving customers in Canada's oil sands region, Civeo's state-of-the-art commercial laundry facilities provide fast, reliable delivery service, computerized tracking systems, and operate with the environment in mind. In addition, our system uses 35 percent less water than a conventional laundry.

This laundry facility is located at the Beaver River Executive Lodge site: E1/2-1-94-6-W4.

## EMPLOYEES AND EMPLOYMENT POLICIES

### a. Employees

Our employee number varies based on occupancy at our lodges. At peak capacity, we maintain a staff of close to 2,000 in the RM. Currently, close to 10% of Civeo staff live in Fort McMurray.

### b. Local/First Nation Hiring Policies

We have a local hiring protocol, with preference provided to local residents for all lodge-based jobs. This means that all non-union jobs in our lodges are first posted via local channels. If we are unable to fill the position locally, we will extend the posting to Alberta, and outward from there.

## CONTRIBUTIONS IN THE REGION

### a. Summary of Property Taxes paid in the RM

YEAR	AMOUNT
2015	\$ 7,321,438
2016	\$ 5,571,258
2017	\$ 4,412,151
2018	\$ 5,917,861 *
<b>TOTAL</b>	<b>\$ 23,222,708</b>

\*includes Suncor lease flow through to RMWB for FMV site.

### b. Local Procurement

We have demonstrated a commitment to supporting local business, wherever possible, through our local-first procurement policies, sourcing more than \$14 million of product and services from local area businesses in 2018 alone.

YEAR	TOTAL LOCAL (INCLUDES INDIGENOUS/ NON-INDIGENOUS)	LOCAL INDIGENOUS
2018	\$ 14,540,732.21	\$ 12,459,223.43
2017	\$ 14,554,458.33	\$ 6,602,488.88
2016	\$ 9,999,689.98	\$ 8,222,570.41
2015	\$ 9,743,211.99	\$ 8,126,852.95
2014	\$ 10,103,856.52	\$ 8,563,909.77

### c. First Nations Partnerships

Civeo has three active partnerships with local Indigenous communities; Fort McKay, Fort McMurray #468 and Mikisew Cree First Nations. The revenues the communities earn through these partnerships flow directly into the community for social programs, employment, entrepreneurial development, housing and education.

These partnerships represent millions of dollars to Indigenous Peoples within the RM.

## COMMUNITY COMMITMENT

Civeo is committed to being a positive force in the community. We partner with local stakeholders for long-term growth and sustainable development, and we operate in a responsible manner with particular emphasis on safety, people and the environment.

We encourage those using our facilities to support local businesses, including using the Fort McMurray airport. Further, we provide transportation services into Fort McMurray to allow our guests to shop and dine at local businesses.

### a. Emergency Response

Civeo's ability to assist residents of Fort McMurray during times of crisis highlights our commitment to the region. We opened our doors to over 10,000 area residents, families and first responders during the 2016 Horse River fire, providing them, free of charge, with accommodations, food and access to emergency transportation services.

### b. Community Infrastructure

We have invested in various community infrastructure projects.

- \$100,000 contribution to the Northern Lights Health Foundation's gratitude campaign from our venture with Fort McKay First Nation, Dene Koe.
- Built traffic lights at Fort McKay (approximately \$2.7 M) to address safety concerns at the intersection of Highway 63.
- Manage maintenance of Aostra Road.

### c. Youth Programs

Together with the Mikisew Cree First Nation, we donated to the youth program at Northlands School in Fort Chipewyan that provides after-school programming. Employees at our McClelland Lake Lodge led a fundraising activity which involved the collection of recyclables. The funds raised were matched by our Mikisew partner and Civeo's corporate office, and donated to the Helping Hands program.

## FIRST NATIONS COMMITMENT

As many of Civeo's projects in Canada operate in traditional territories, we work closely with Indigenous communities to explore mutually beneficial investment, employment and business opportunities. Our commitment to Indigenous Peoples is guided by the following principles:

- Civeo believes in the inherent rights of all Indigenous Peoples to maintain social, cultural and spiritual identities; exercise jurisdiction over traditional lands; and pursue sustainable economic prosperity.
- Civeo purposefully informs and educates employees, customers, suppliers and community stakeholders of the rights of self-determination of Indigenous Peoples as declared in the United Nations Declaration on the Rights of Indigenous Peoples.
- Civeo acknowledges the reliance of its business on the consent of, and partnership with, Indigenous Peoples.
- Civeo is committed to the principles of the Canadian Council of Aboriginal Business (CCAB) Progressive Aboriginal Relations (PAR) program and to:
  - Reach and maintain 15% of its Canadian workforce from Indigenous communities.
  - Develop and maintain meaningful business partnerships where revenues and profits are shared.
  - Create opportunities, expand capacity and build partnerships with Indigenous-owned businesses.
  - Make sustainable and meaningful contributions to communities and programs to support education and scholarship opportunities for the next generation of Indigenous leaders.

Civeo proudly maintains a Silver Level certification in the Canadian Council for Aboriginal Business (CCAB) Progressive Aboriginal Relations (PAR) program.

The underlying principle of Civeo's Indigenous Procurement Policy is to support the long-term economic interests of Indigenous Peoples by promoting the participation of qualified Indigenous businesses to work with us on capital projects and ongoing operations.

In closing, we look forward to working with you and your working group, and hearing from you in the near future.

Respectfully,



**Al Shoening**  
President, Canada




**COUNCIL MOTION**  
**Administration Research**  
**(Adopted January 28, 2019)**

THAT Administration be directed to:

- (a) revisit the memorandums of understanding that have been signed in the last 10 years to see if they are still relevant;
- (b) undertake a community engagement initiative related to rotational workforce;
- (c) look at the individual project accommodation camps when they come up for approval and or renewal applications and work directly with industry partners to reduce the number of people utilizing camp accommodations as much as possible with the aim of reaching the MDP target of 10% by the year of 2030;
- (d) Work with industry to bring flights through the Fort McMurray International Airport

AND THAT Administration report back to Council by June 30, 2019.



**Regional Municipality of Wood Buffalo**   
 @RMWoodBuffalo





May 29, 2019

Mayor Don Scott and Council  
Regional Municipality of Wood Buffalo  
7th Floor, 9909 Franklin Avenue  
Fort McMurray, Alberta T9H 2K4

**RE: Regional Municipality of Wood Buffalo Camp Moratorium**

Dear Mayor and Council:

Canadian Natural Resources Limited (Canadian Natural) greatly values our longstanding, mutually beneficial relationship with the Regional Municipality of Wood Buffalo (RMWB). We appreciate that the RMWB has supported the oil and natural gas industry through its current challenges, including vocal support for market access and competitiveness. We know that these have been difficult times for all of us, but we are confident that by working together we can come out stronger.

Canadian Natural understands the desire of Council to increase the region's population, reduce unemployment, and support local businesses. We would like to continue to work with you to build a strong, vibrant region. Indeed, Canadian Natural offers incentives and housing plans to workers who live and work in Fort McMurray. We hire local contractors because they have the experience and skills needed to get the job done. We pay significant property taxes for both our facilities as well as our camps, which support the operating and infrastructure needs of the RMWB.

Canadian Natural is very concerned by the proposed moratorium on camps and dramatic increase to camp permitting fees. Pursuing this bylaw and fee increase undermines certainty, increases costs, and makes it more difficult to attract jobs and investment to the region. As the community continues recovery from the devastating wildfire and we navigate the economic challenges, this type of divisive policy is counter to the collaborative approach that has proven mutually beneficial in the past.

Camp facilities have always been included as a necessary measure to facilitate oil sands development. For example, the Social and Economic Impact Assessment for Canadian Natural's Horizon mine included fly in fly out (FIFO) and other measures as an effort to reasonably mitigate impacts to the community.

Canadian Natural's mining sites require employees to commute about two hours a day from Fort McMurray. We currently offer bus services, but we would be concerned about the safety implications of increased traffic and commute times. To attract and retain our workforce, it is important to offer employees choices about where they live and how they get to work.

The proposed camp moratorium would limit employee choices and make it more difficult to recruit needed workers. In fact, we are already experiencing difficulties attracting workers due to the uncertainty created by the proposed moratorium and increase to camp permitting fees. The measures would serve as a disincentive to keeping non-essential workers based in the region. Furthermore, the

proposed camp moratorium is a step in the wrong direction with respect to creating and maintaining jobs across Alberta that depend on oil sands projects.

We hope that you will reconsider this proposed bylaw and fee increase so that we are able to move forward in a spirit of collaboration to our continued mutual benefit. For instance, Canadian Natural representatives have been active members of the Wood Buffalo Steering Committee. We believe there is an opportunity to revive and refocus this committee as a catalyst to drive initiatives including improving facilities and infrastructure that would lead to increased local employment, such as the twinning of Highway 63.

Please feel free to contact our Manager, Surface Land and Stakeholder Relations Adele Thomson [adele.thomson@cnrl.com](mailto:adele.thomson@cnrl.com) or by telephone at 780-715-5727 if you would like to discuss further.

Yours truly,



Scott Stauth,  
Chief Operating Officer – Oil Sands  
Canadian Natural Resources Limited

CC: Hon. Jason Kenney, Premier  
Hon. Kaycee Madu, Minister of Municipal Affairs  
Hon. Sonya Savage, Minister of Energy  
Laila Goodridge, MLA for Fort McMurray-Lac La Biche  
Tany Yao, MLA for Fort McMurray-Wood Buffalo  
Karim Zariffa, Executive Director Oil Sands Community Alliance (OSCA)  
Al Reid, Executive Vice-President, Stakeholder Engagement, Safety, Legal & General Counsel – Cenovus Energy  
Darryl Hass, Vice President, Health, Safety, Environment and Sustainable Development – ConocoPhillips Canada  
Janet Annesley, Senior Vice President, Corporate Affairs – Husky Energy  
Theresa Redburn, Senior Vice President, commercial and corporate development – Imperial Oil  
Jeremy Gizen, Vice President, Subsurface Operations, Regulatory and Environment – MEG Energy  
Eric Axford, Executive Vice President and Chief Sustainability Officer – Suncor Energy  
Kara Flynn, Vice President, Government & Public Affairs – Syncrude  
Scott Chalker, General Manager JV and Commercial NA – CNOOC International  
Heather Scott, General Manager Oilsands – PetroChina Canada



ConocoPhillips Canada Resources Corp.  
401 – 9<sup>th</sup> Avenue S.W.  
Calgary, AB T2P 3C5

March 7, 2019

Annette Antoniak  
Chief Administrative Officer  
Regional Municipality of Wood Buffalo  
9909 Franklin Avenue  
Fort McMurray, Alberta T9H 2K4

**RE: Camp Moratorium**

Dear Ms. Antoniak,

Thank you for taking the time to meet with ConocoPhillips Canada (CPC) on February 13, 2019. We appreciate the opportunity to provide feedback in relation to Council's motion to put in place a moratorium on camps within 75km of Fort McMurray generally, and more specifically why a moratorium implemented through a land use bylaw would not apply to CPC's Surmont Regional Residence (SRR).

You may be aware that CPC's Surmont In Situ Oil Sands Project is operated pursuant to Alberta Energy Regulator (AER) Approval 48263-01-00. We have attached our approval to this letter for your reference and would point you specifically to the definition of "plant" on page 11 which includes our SRR within the scope of the project and the approval as follows:

(kk) "plant" means all buildings, structures, process and pollution abatement equipment, vessels, storage facilities, material handling facilities, roadways, railways, pipelines, **camps**, well pads, borrow pits and other installations, and includes the land, located on Townships 80, 81, 82, 83, and 84, Ranges 5, 6, and 7, West of the 4th Meridian, as described in the application, that is being or has been used or held for or in connection with the Surmont enhanced recovery in-situ oil sands or heavy oil processing plant and oil production site;

CPC's AER approval in relation to the SRR would therefore supersede any land use bylaw placing a moratorium on camps enacted by the RMWB by virtue of s.619 of the *Municipal Government Act*.



Notwithstanding our view that a camp moratorium bylaw would not apply to CPC's SRR, CPC is prepared to work collaboratively with the RMWB, both directly and through the Oil Sands Community Alliance (OSCA), on initiatives to bolster the social and economic health of the region in the following ways:

- a. Where possible, continuing to use the Fort McMurray airport in order to transport our Fly-In-Fly-Out (FIFO) workers to and from our site. In 2018 alone, our employees and contractors made over 10,000 trips into the Fort McMurray airport.
- b. Where possible, continuing to invest in training and capacity development programs to remove barriers to employment. Since 2010, well over \$2 billion in contracts were awarded to local and indigenous contractors through construction and operation activities at Surmont, including contracts to First Nation joint ventures for operating our camp. Presently, we have 8 trainee positions focused on local indigenous employment.
- c. Our current hiring process allows for RMWB residents to apply for rotator positions at Surmont. Our goal is to treat all individuals fairly throughout all phases of the recruiting process. Any decision on recruitment and selection are based solely on objective and job-related criteria in line with business need and ConocoPhillips Global values, policies and positions.
- d. We will continue to work through OSCA to assess how industry can support the RMWB in areas of mutual interest.

As we discussed in our meeting, there are numerous adverse effects that a bylaw such as this would have on safety and the competitiveness of our industry. First and foremost, a camp moratorium would pose a safety hazard to our workers having to travel long distances to and from Fort McMurray. For worker safety, personal wellness and fatigue management reasons, this type of daily commute is not advisable. In addition, a camp moratorium would adversely impact industry's competitiveness in an already challenging market. Any expectations or directives put in place by the RMWB having the effect of increasing costs would have a chilling effect on an industry that supports Fort McMurray.

While we remain firm in our view that a camp moratorium bylaw would not apply to ConocoPhillips Canada's SRR given our regulatory approvals and we continue to fundamentally oppose the enactment of a camp moratorium for safety and economic reasons, CPC is nonetheless willing to continue to work with the RMWB on possible solutions. We look forward to continuing to engage with you as this process unfolds.





Sincerely,

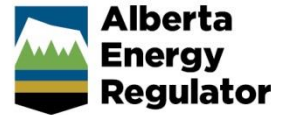
**CONOCOPHILLIPS CANADA**

A handwritten signature in blue ink, appearing to read "Steve Bradley". The signature is stylized and fluid.

Steve Bradley  
Vice President, Operations

*Encl.*

cc. Oil Sands Community Alliance



# APPROVAL

## ALBERTA ENERGY REGULATOR

### ***ENVIRONMENTAL PROTECTION AND ENHANCEMENT ACT*** **R.S.A. 2000, c.E-12, as amended.**

APPROVAL NO.: ..... 48263-01-00

APPLICATION NO.: ..... 007-48263

EFFECTIVE DATE: ..... October 29, 2015

EXPIRY DATE: ..... September 30, 2025

APPROVAL HOLDER: ..... CONOCOPHILLIPS CANADA RESOURCES CORP.

Pursuant to Division 2, of Part 2, of the *Environmental Protection and Enhancement Act*, R.S.A.2000, c.E-12, as amended, the approval for the following activity:

Surmont enhanced recovery in-situ oil sands or heavy oil processing plant and oil production site

is subject to the attached terms and conditions, and Schedules I to XI.

*Steve Cook*

\_\_\_\_\_  
 Steve Cook  
 Approvals Manager, Authorizations Branch  
 Alberta Energy Regulator

October 29, 2015  
 \_\_\_\_\_

Attachment: 5. Letters from Industry re. fly-in fly-out and camp accommodations (Fly In Fly Out and Camp Accommodations)

## TERMS AND CONDITIONS ATTACHED TO APPROVAL

### **DEFINITIONS**

- 1.1 All definitions from the Act and the regulations apply except where expressly defined in this approval and Schedule I.

### **GENERAL**

- 2.1 The approval holder shall:
- (a) construct;
  - (b) operate;
  - (c) maintain; and
  - (d) reclaim;
- the plant in accordance with this approval.
- 2.2 The approval holder shall comply with the terms and conditions, and Schedules I to XI, attached hereto and forming part of this approval.
- 2.3 *Environmental Protection and Enhancement Act* Approval No. 48263-00-08 is cancelled.

### **AIR EMISSIONS**

- 3.1 The approval holder shall not release any air effluent streams to the atmosphere except as authorized by this approval.
- 3.2 The approval holder shall control fugitive emissions and any air emission source not specified in condition 1 of Schedule IV in accordance with condition 3.3, unless otherwise authorized in writing by the Director.
- 3.3 With respect to fugitive emissions and any air emission source not specified in condition 1 of Schedule IV, the approval holder shall not release a substance or cause to be released a substance that causes or may cause any of the following:
- (a) impairment, degradation or alteration of the quality of natural resources;
  - (b) material discomfort, harm or adverse effect to the wellbeing or health of a person;  
or
  - (c) harm to property or to the vegetative or animal life.



## TERMS AND CONDITIONS ATTACHED TO APPROVAL

- 3.4 Releases of the following substances to the atmosphere shall not exceed the limits specified in TABLE 3.1.

**TABLE 3.1: AIR EMISSION LIMITS**

EMISSION SOURCE	SUBSTANCE	LIMIT
Plant total before (i.e. without) any sulphur recovery facilities	Sulphur dioxide	2.0 tonnes per day
Plant total (Phase 1 and 2) after (i.e. with) sulphur recovery facilities	Sulphur dioxide	1.6 tonnes per day
Each 76.3 MW steam generator	Oxides of nitrogen (expressed as NO <sub>2</sub> )	11.0 kilograms per hour
Each 87.2 MW steam generator	Oxides of nitrogen (expressed as NO <sub>2</sub> )	12.6 kilograms per hour
One 5.6 MW glycol heater	Oxides of nitrogen (expressed as NO <sub>2</sub> )	0.7 kilograms per hour
One 13.7 MW glycol heater	Oxides of nitrogen (expressed as NO <sub>2</sub> )	1.3 kilograms per hour
Each 23.16 MW glycol heater	Oxides of nitrogen (expressed as NO <sub>2</sub> )	2.2 kilograms per hour

- 3.5 The approval holder shall not operate the process equipment unless and until the associated pollution abatement equipment is operating.
- 3.6 The approval holder shall monitor the air emission sources as specified in TABLE 3.2, unless otherwise authorized in writing by the Director.
- 3.7 The approval holder shall report to the Director the results of the air emission source monitoring as required in TABLE 3.2, unless otherwise authorized in writing by the Director.

## TERMS AND CONDITIONS ATTACHED TO APPROVAL

**TABLE 3.2: AIR EMISSION SOURCE MONITORING AND REPORTING**

EMISSION SOURCE	MONITORING			REPORTING FREQUENCY	
	PARAMETER	METHOD OF MONITORING	FREQUENCY	MONTHLY	ANNUALLY
Produced gas and residue or fuel gas to the central processing facility flare stacks, steam generators, and glycol heaters	Volumetric flow rates	Measured or Estimated	Continuously	No	No
Each of the flare stacks, steam generators, and glycol heaters	Sulphur dioxide	Calculated	Daily	Yes (tonnes per day)	Yes (tonnes per year)
Produced gas at each central processing facility	Hydrogen sulphide	Gas Analysis	Monthly	Yes	No
	Total hydrocarbons				
	Lower Heating Value				
Any one of the four 76.3 MW steam generators (from Phase 1) at the central processing facility	Oxides of nitrogen (expressed as NO <sub>2</sub> )	Manual stack survey as per <i>Alberta Stack Sampling Code</i>	Once per year after initial commissioning stack survey	Yes	Yes
		CEMS Code or equivalent as authorized by the Director	Continuous, or equivalent as authorized by the Director		
Any six of the twenty three 76.3 MW steam generators (from Phase 2) at the central processing facility	Oxides of nitrogen (expressed as NO <sub>2</sub> )	Manual stack survey as per <i>Alberta Stack Sampling Code</i>	Once per year after initial commissioning stack survey	Yes	Yes
		CEMS Code or equivalent as authorized by the Director	Continuous, or equivalent as authorized by the Director		
Any one of the two 87.2 MW steam generators	Oxides of nitrogen (expressed as NO <sub>2</sub> )	Manual stack survey as per <i>Alberta Stack Sampling Code</i>	Once per year after initial commissioning stack survey	Yes	Yes
The 87.2 steam generator (from Phase 2)	Oxides of nitrogen (expressed as NO <sub>2</sub> )	CEMS Code or equivalent as authorized by the Director	Continuous, or equivalent as authorized by the Director	Yes	Yes
Each of the 87.2 MW steam generators	Oxides of nitrogen (expressed as NO <sub>2</sub> )	Manual stack survey as per <i>Alberta Stack Sampling Code</i>	Once within six months of commissioning	Yes	Yes

## TERMS AND CONDITIONS ATTACHED TO APPROVAL

EMISSION SOURCE	MONITORING			REPORTING FREQUENCY	
	PARAMETER	METHOD OF MONITORING	FREQUENCY	MONTHLY	ANNUALLY
Each of the 76.3 MW steam generators	Oxides of nitrogen (expressed as NO <sub>2</sub> )	Manual stack survey as per <i>Alberta Stack Sampling Code</i>	Once within six months of commissioning	Yes	Yes
Each of the 23.16 MW glycol heaters	Oxides of nitrogen (expressed as NO <sub>2</sub> )	Manual stack survey as per <i>Alberta Stack Sampling Code</i>	Once within six months of commissioning	Yes	Yes
The 5.6 MW glycol heater	Oxides of nitrogen (expressed as NO <sub>2</sub> )	Manual stack survey as per <i>Alberta Stack Sampling Code</i>	Once within six months of commissioning	Yes	Yes
The 13.7 MW glycol heater	Oxides of nitrogen (expressed as NO <sub>2</sub> )	Manual stack survey as per <i>Alberta Stack Sampling Code</i>	Once within six months of commissioning	Yes	Yes

- 3.8 The approval holder shall notify the Director in writing a minimum of two weeks prior to any manual stack survey that is required to be conducted by this approval.
- 3.9 The approval holder shall submit the monthly CEMS Code data required in condition 3.6 electronically to the Alberta Environment File Transfer Protocol (FTP) site, which is used for the electronic submission of continuous emissions monitoring information.
- 3.10 The approval holder shall monitor ambient air parameters as specified in TABLE 3.3, unless otherwise authorized in writing by the Director.
- 3.11 The approval holder shall report to the Director the results of the ambient air monitoring as required in TABLE 3.3, unless otherwise authorized in writing by the Director.

## TERMS AND CONDITIONS ATTACHED TO APPROVAL

**TABLE 3.3: AMBIENT AIR MONITORING AND REPORTING**

MONITORING STATION	PARAMETER	MONITORING PERIOD	REPORTING	
			MONTHLY	ANNUALLY
1 continuous ambient air monitoring station, as per <i>Air Monitoring Directive</i>	Sulphur dioxide concentrations, hydrogen sulphide concentrations, nitrogen dioxide concentrations, wind speed and wind direction	Six months prior to commencing operations, and continuously after commencing operations	Yes	Yes
	Total hydrocarbons concentrations	Continuously, during the second year of operation	Yes	Yes
8 passive exposure monitoring stations (4 per phase), as per <i>Air Monitoring Directive</i>	Nitrogen dioxide concentrations, sulphur dioxide concentrations, and hydrogen sulphide concentrations	Monthly	Yes	Yes

3.12 In addition to the annual reporting requirement in TABLE 3.2, the annual Air Emission Report shall include, at a minimum, all of the following information:

- (a) information related to the plant operation;
- (b) the performance of air pollution control equipment;
- (c) any trends in the emissions data;
- (d) information on any upgrades or modifications to the air pollution control and monitoring equipment;
- (e) a summary of contraventions reported pursuant to condition 1 of Schedule II;
- (f) any other information as required in writing by the Director.

## TERMS AND CONDITIONS ATTACHED TO APPROVAL

### WATER

- 4.1 The approval holder shall not release any substances from the plant to the surrounding watershed except as authorized by this approval.

### PARTICIPATION IN REGIONAL INITIATIVES

- 5.1 The approval holder shall participate in the following regional monitoring programs and initiatives:

- (a) Wood Buffalo Environmental Association (WBEA);
- (b) Alberta Biodiversity Monitoring Institute (ABMI); and
- (c) Ecological Monitoring Committee for the Lower Athabasca (EMCLA).

unless otherwise authorized in writing by the Director.



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Steve Cook  
Approvals Manager, Authorizations Branch  
Alberta Energy Regulator

October 29, 2015

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## SCHEDULE I DEFINITIONS

1. In all parts of this approval:
  - (a) “Act” means the Environmental Protection and Enhancement Act, R.S.A. 2000, c.E-12, as amended;
  - (b) “affected lands” means land which have received substances released from the plant;
  - (c) “air effluent stream” means any substance in a gaseous medium released by or from a plant;
  - (d) “annulus gas” means gas from the annulus of the oil and gas well casing;
  - (e) “application” means the written submissions from the approval holder to the Director in respect of application number 001-48263 and any subsequent applications where amendments are issued for this approval;
  - (f) “CEMS Code” means the *Continuous Emission Monitoring System (CEMS) Code*, Alberta Environmental Protection, Pub.No.Ref: 107, 1998, as amended;
  - (g) “central processing facility” means those buildings, structures, pollution abatement equipment, process and storage facilities and land used in and for the processing of bitumen or heavy oil;
  - (h) “chemical” means any substance that is added or used as part of the treatment process;
  - (i) “commencing construction” means the act of removing vegetation and salvaging topsoil and/or subsoil;
  - (j) “commencing operations” means to start up the plant, process unit or equipment for the first time with the introduction of feed material, electrical or thermal energy and the simultaneous production of products for which the plant, process unit or equipment was designed excluding predetermined period of commissioning or testing;
  - (k) “continuous monitoring” means sampling or flow measurement through equipment that creates an uninterrupted output of the analysis or flow measurement;
  - (l) “day”, when referring to sampling, means any sampling period of 24 consecutive hours;

## SCHEDULE I DEFINITIONS

- (m) “decommissioning” means the dismantling and decontamination of a plant undertaken subsequent to the termination or abandonment of any activity or any part of any activity regulated under the Act;
- (n) “decontamination” means the treatment or removal of substances from the plant and affected lands;
- (o) “deep organic soil” means soil with surface organic horizons, as defined in *The Canadian System of Soil Classification (Third Edition)*, Agriculture and Agri-Food Canada, Publication 1646, 1998, as amended, that are greater than 40 cm in depth;
- (p) “Director” means an authorized employee of the Alberta Energy Regulator;
- (q) “dismantling” means the removal of buildings, structures, process and pollution abatement equipment, vessels, storage facilities, material handling facilities, railways, roadways, pipelines and any other installations that are being or have been used or held for or in connection with the plant;
- (r) “disturbed land” means any land disturbed by the approval holder in any manner in association with the activity which is subject of this approval;
- (s) “domestic wastewater” means wastewater that is the composite of liquid and water-carried wastes associated with the use of water for drinking, cooking, cleaning, washing, hygiene, sanitation or other domestic purposes, together with any infiltration and inflow wastewater, that is released into a wastewater collection system;
- (t) “domestic wastewater system” means the parts of the plant that collect, store or treat domestic wastewater;
- (u) “estimate” means a technical evaluation based on the sources contributing to the release, including, but not limited to, pump capabilities, water meters, and batch release volumes;
- (v) “fugitive emissions” means emissions of substances to the atmosphere other than ozone depleting substances, originating from a plant source other than a flue, vent, or stack but does not include sources which may occur due to breaks or ruptures in process equipment;
- (w) “grab” when referring to a sample, means an individual sample collected in less than 30 minutes and which is representative of the substance sampled;

## SCHEDULE I DEFINITIONS

- (x) “grade” means the rise or fall of land surface over a specified distance, measured in the same units;
- (y) “industrial runoff” means precipitation that falls on or traverses the plant developed area;
- (z) “industrial runoff control system” means the parts of the plant that collect, store or treat industrial runoff from the plant;
- (aa) “industrial wastewater” means the composite of liquid wastes and water-carried wastes, any portion of which results from any industrial process carried on at the plant;
- (bb) “industrial wastewater control system” means the parts of the plant that collect, store or treat industrial wastewater;
- (cc) “ISO/IEC 17025” means the international standard, developed and published by International Organization for Standardization (ISO), specifying management and technical requirements for laboratories;
- (dd) “land reclamation” means the stabilization, contouring, maintenance, conditioning, reconstruction, and revegetation of the surface of the land to a state that permanently returns the plant to a land capability equivalent to its predisturbed state;
- (ee) “manual stack survey” means a survey conducted in accordance with the *Alberta Stack Sampling Code*, Alberta Environment, 1995, as amended;
- (ff) “mineral soil” means a soil consisting of soil horizons that contain 17% or less organic C by weight as defined in *The Canadian System of Soil Classification (Third Edition)*, Agriculture and Agri-Food Canada, Publication 1646, 1998, as amended;
- (gg) “monitoring system” means all equipment used for sampling, conditioning, analyzing or recording data in respect of any parameter listed or referred to in this approval including equipment used for continuous monitoring;
- (hh) “month” means calendar month;
- (ii) “net or lower heating value” means the quantity of heat evolved on complete combustion where the combustion products remain as vapour at 15°C;
- (jj) “pad materials” means all geotextile and fill materials used to construct plant facilities;



## SCHEDULE I DEFINITIONS

- (kk) “plant” means all buildings, structures, process and pollution abatement equipment, vessels, storage facilities, material handling facilities, roadways, railways, pipelines, camps, well pads, borrow pits and other installations, and includes the land, located on Townships 80, 81, 82, 83, and 84, Ranges 5, 6, and 7, West of the 4th Meridian, as described in the application, that is being or has been used or held for or in connection with the Surmont enhanced recovery in-situ oil sands or heavy oil processing plant and oil production site;
- (ll) “plant developed area” means the areas of the plant used for the storage, treatment, processing, transport, or handling of raw material, intermediate product, by-product, finished product, process chemicals, or waste material;
- (mm) “produced gas” means all gas associated with the production and treatment of oil or bitumen including, but not limited to, gas liberated at storage tanks, heaters, treaters, produced water facilities;
- (nn) “QA/QC” means quality assurance and quality control;
- (oo) “reclaimed soil” means soils that have had one or more of their natural horizons removed and replaced;
- (pp) “recontoured areas” means disturbed land that has been decommissioned, contoured and decompacted;
- (qq) “regulations” means the regulations enacted pursuant to the Act, as amended;
- (rr) “representative grab” means a sample consisting of equal volume portions of water collected from at least four sites between 0.20-0.30 metres below the water surface within a pond;
- (ss) “self-sustaining” means the degree at which a reclaimed ecosystem can maintain itself without requiring external support or human intervention;
- (tt) “shallow organic soil” means soil with surface organic horizons, as defined in *The Canadian System of Soil Classification (Third Edition)*, Agriculture and Agri-Food Canada, Publication 1646, 1998, as amended, that are less than 40 cm in depth;
- (uu) “soil” means mineral or organic earthen materials that can, have, or are being altered by weathering, biological processes or human activity;
- (vv) “species at risk” means any species:
  - (i) identified by the *Alberta Wildlife Act* as ‘Endangered’, ‘Threatened’ or ‘Species of Special Concern’;

## SCHEDULE I DEFINITIONS

- (ii) listed in *The General Status of Alberta Wild Species*, 2005, as 'At Risk', 'May Be At Risk' or 'Sensitive',
- (iii) classified as 'at risk' by the Committee on the Status of Endangered Wildlife in Canada (COSEWIC), or
- (iv) listed under Schedule 1 of the *Canadian Species at Risk Act*;
- (ww) "subsoil" means the layer of soil directly below the topsoil layer and consists of:
  - (i) B-horizons as defined in *The Canadian System of Soil Classification (Third Edition)*, Agriculture and Agri-Food Canada, Publication 1646, 1998, as amended, and rated as good, fair or poor as described in the *Soil Quality Criteria Relative to Disturbance and Reclamation*, Alberta Agriculture, 1987, as amended, or
  - (ii) the replaced subsurface layer in a reclaimed soil, and rated as good, fair or poor as described in the *Soil Quality Criteria Relative to Disturbance and Reclamation*, Alberta Agriculture, 1987, as amended;
- (xx) "tank" means a stationary device, designed to contain an accumulation of a substance, which is constructed primarily of non-earthen materials that provide structural support including wood, concrete, steel, and plastic;
- (yy) "topsoil" means the uppermost layer of soil and consists of one or more of the following:
  - (i) all organic horizons (L, F, H and O) as defined in *The Canadian System of Soil Classification (Third Edition)*, Agriculture and Agri-Food Canada, Publication 1646, 1998, as amended,
  - (ii) A-horizons as defined in *The Canadian System of Soil Classification (Third Edition)*, Agriculture and Agri-Food Canada, Publication 1646, 1998, as amended, and rated as good, fair or poor as described in the *Soil Quality Criteria Relative to Disturbance and Reclamation*, Alberta Agriculture, 1987, as amended, or
  - (iii) the replaced surface layer in a reclaimed soil, and rated as good, fair or poor as described in the *Soil Quality Criteria Relative to Disturbance and Reclamation*, Alberta Agriculture, 1987, as amended;
- (zz) "volume estimate" means a technical evaluation based on the sources contributing to the release, including, but not limited to, pump capabilities, water meters, and batch release volumes;

## SCHEDULE I DEFINITIONS

- (aaa) “water body” means any location where water flows or is present, whether or not the flow or the presence of water is continuous, intermittent or occurs only during a flood and includes but, not limited to, wetlands and aquifers;
- (bbb) “weeds” means vegetation defined as noxious or prohibited noxious by the *Weed Control Act*, 2011, as amended;
- (ccc) “week” means any consecutive 7-day period;
- (ddd) “well pad” means those wells, pumps, buildings, structures, process and storage facilities and land used in and for the production of bitumen or heavy oil;
- (eee) “wetland” means land that is saturated long enough to promote formation of water altered soils, growth of water tolerant vegetation and various kinds of biological activity that are adapted to wet environments; and
- (fff) “year” means calendar year.

## SCHEDULE II GENERAL CONDITIONS

1. The approval holder shall immediately report to the Director by telephone any contravention of the terms and conditions of this approval at 1-780-422-4505.
2. The approval holder shall submit a written report to the Director within 7 days of the reporting pursuant to condition 1 of Schedule II.
3. The terms and conditions of this approval are severable. If any term or condition of this approval or the application of any term or condition is held invalid, the application of such term or condition to other circumstances and the remainder of this approval shall not be affected thereby.
4. The approval holder shall immediately notify the Director in writing if any of the following events occur:
  - (a) the approval holder is served with a petition into bankruptcy;
  - (b) the approval holder files an assignment in bankruptcy or Notice of Intent to make a proposal;
  - (c) a receiver or receiver-manager is appointed;
  - (d) an application for protection from creditors is filed for the benefit of the approval holder under any creditor protection legislation; or
  - (e) any of the assets which are the subject matter of this approval are seized for any reason.
5. If the approval holder monitors for any substances or parameters which are the subject of operational limits as set out in this approval more frequently than is required and uses procedures authorized in this approval, then the approval holder shall provide the results of such monitoring as an addendum to the reports required by this approval.
6. The approval holder shall submit all monthly reports required by this approval to be compiled or submitted to the Director on or before the end of the month following the month in which the information was collected, unless otherwise authorized in writing by the Director or specified in this approval.
7. The approval holder shall submit all annual reports required by this approval to be compiled or submitted to the Director on or before March 31 of the year following the year in which the information was collected, unless otherwise authorized in writing by the Director or specified in this approval.

### SCHEDULE III ANALYTICAL REQUIREMENTS

1. The approval holder shall:

- (a) record; and
- (b) retain

all the following information in respect of any sampling conducted or analyses performed in accordance with this approval for a minimum of ten years, unless otherwise authorized in writing by the Director:

- (i) the place, date and time of sampling,
- (ii) the dates the analyses were performed,
- (iii) the analytical techniques, methods or procedures used in the analyses,
- (iv) the names of the persons who collected and analyzed each sample, and
- (v) the results of the analyses.

2. With respect to any sample required to be taken pursuant to this approval, the approval holder shall ensure that:

- (a) collection;
- (b) preservation;
- (c) storage;
- (d) handling; and
- (e) analysis

shall be conducted in accordance with the following, unless otherwise authorized in writing by the Director:

- (i) for air:
  - (A) the *Alberta Stack Sampling Code*, Alberta Environment, 1995, as amended,
  - (B) the *Methods Manual for Chemical Analysis of Atmospheric Pollutants*, Alberta Environment, 1993, as amended,

### SCHEDULE III ANALYTICAL REQUIREMENTS

- (C) the *Air Monitoring Directive*, Alberta Environment, 1989, as amended, and
    - (D) the CEMS Code;
  - (ii) for industrial wastewater, industrial runoff, groundwater and domestic wastewater parameters:
    - (A) the *Standard Methods for the Examination of Water and Wastewater*, published jointly by the American Public Health Association, American Water Works Association, and the Water Environment Federation, 2010, as amended;
  - (iii) for soil:
    - (A) the *Soil Monitoring Directive*, Alberta Environment, 2009, as amended, and
    - (B) the *Soil Quality Criteria Relative to Disturbance and Reclamation*, Alberta Agriculture, 1987, as amended;
    - (C) the *Directive for Monitoring the Impact of Sulphur Dust on Soils*, Alberta Environment and Water, December 2011, as amended;
  - (iv) for waste:
    - (A) the *Test Methods for Evaluating Solid Waste, Physical/Chemical Methods*, USEPA, SW-846, September 1986, as amended,
    - (B) the *Methods Manual for Chemical Analysis of Water and Wastes*, Alberta Environmental Centre, Alberta, 1996, AECV96-M1, as amended,
    - (C) the *Toxicity Characteristic Leaching Procedure (TCLP)*, USEPA Regulation 40 CFR261, Appendix II, Method No. 1311, as amended, or
    - (D) the *Standard Methods for the Examination of Water and Wastewater*, published jointly by the American Public Health Association, American Water Works Association, and the Water Environment Federation, 2010, as amended.
3. In addition to other requirements in this approval the approval holder shall:
- (a) monitor; and

### SCHEDULE III ANALYTICAL REQUIREMENTS

(b) report

the information required by:

- (i) condition 3.6;
- (ii) condition 3.7;
- (iii) condition 3.10; and
- (iv) condition 3.11

of the terms and conditions of this approval.

4. The information required in condition 3 of Schedule III, shall at a minimum, comply with:
  - (a) the *Alberta Stack Sampling Code*, Alberta Environment, 1995, as amended;
  - (b) the *Continuous Emissions Monitoring Systems (CEMS) Code*, Alberta Environmental Protection Environmental Service, 1998, as amended;
  - (c) the *Air Monitoring Directive – AMD 1989*, Environment Protection Services, Standards and Approvals Division, June 26, 1989, as amended; and
  - (d) the *Electronic Reporting of Continuous Emissions Monitoring (CEMS) Information User Manual*, Alberta Environment, 2003, as amended.
5. The approval holder shall analyse all samples that are required to be obtained by this approval in a laboratory accredited pursuant to ISO/IEC 17025, as amended, for the specific parameter(s) to be analyzed, unless otherwise authorized in writing by the Director.
6. The term sample as used in condition 5 of Schedule III does not include samples directed to continuous monitoring equipment, unless specifically required in writing by the Director.
7. The approval holder shall comply with the terms and conditions of any written authorization issued by the Director under condition 5 of Schedule III.

## SCHEDULE IV AIR EMISSIONS

1. The approval holder shall only release air effluent streams to the atmosphere from the following air emission sources:
  - (a) from the Phase 1 central processing facility:
    - (i) the four 76.3 MW steam generator exhaust stacks;
    - (ii) the 87.2 MW steam generator exhaust stack;
    - (iii) the 5.6 MW glycol heater exhaust stack;
    - (iv) the 13.7 MW glycol heater exhaust stack;
    - (v) the 1000 kW power unit exhaust stack;
    - (vi) the two 0.7 MW slop treater exhaust stacks;
    - (vii) the central processing facility flare stack;
  - (b) from the Phase 2 central processing facility:
    - (i) the twenty three 76.3 MW steam generator exhaust stacks;
    - (ii) the 87.2 MW steam generator exhaust stack;
    - (iii) the two 23.16 MW glycol heater exhaust stacks;
    - (iv) the 730 kW power unit exhaust stack;
    - (v) the two 2.1 MW slop treater exhaust stacks;
    - (vi) the two 3.37 MW backup generators exhaust stacks;
    - (vii) the 1.68 MW backup generator exhaust stack;
    - (viii) the two 2.23 MW backup generators exhaust stacks;
    - (ix) the 1.391 MW backup generator exhaust stack;
    - (x) the 0.532 MW backup generator exhaust stack;
    - (xi) the two 2.20 MW backup generators exhaust stacks;
    - (xii) the 0.431 MW backup generator exhaust stack;



## SCHEDULE IV AIR EMISSIONS

- (xiii) the 0.350 MW backup generator exhaust stack;
  - (xiv) the 0.270 MW backup generator exhaust stack;
  - (xv) the 0.180 MW backup generator exhaust stack;
  - (xvi) the high pressure central processing facility flare stack; and
  - (e) any other source authorized in writing by the Director.
2. The approval holder shall construct and maintain the following stacks according to the height requirements specified in TABLE 1 of Schedule IV, unless otherwise authorized in writing by the Director.

**TABLE 1: STACK HEIGHTS**

STACK	MINIMUM HEIGHT ABOVE GRADE (metres)
<b>Phase 1</b>	
Four 76.3 MW steam generator exhaust stacks	27.0
One 87.2 MW steam generator exhaust stack	27.0
One 5.6 MW glycol heater exhaust stack	15.0
One 13.7 MW glycol heater exhaust stack	9.2
One 1000 kW emergency power unit exhaust stack	4.4
Two 0.7 MW slop treater exhaust stacks	10.0
One central processing facility flare stack	48.8
<b>Phase 2</b>	
Twenty three 76.3 MW steam generator exhaust stacks	27.0
One 87.2 MW steam generator exhaust stack	27.0
Two 23.16 MW glycol heater exhaust stacks	15.0
One 730 kW emergency power unit exhaust stack	3.6
Two 2.1 MW slop treater exhaust stacks	10.2
One high pressure central processing facility flare stack	48.8
Two 3.37 MW backup generators exhaust stacks	6.5
One 1.68 MW backup generator exhaust stack	2.7
Two 2.23 MW backup generators exhaust stacks	5.5
One 1.391 MW backup generator exhaust stack	2.7
One 0.532 MW backup generator exhaust stack	5.9
Two 2.20 MW backup generators exhaust stacks	2.8
One 0.431 MW backup generator exhaust stack	5.9
One 0.350 MW backup generator exhaust stack	3.8
One 0.270 MW backup generator exhaust stack	2.0
One 0.180 MW backup generator exhaust stack	1.5

## SCHEDULE IV AIR EMISSIONS

3. The net or lower heating value of the combined gas stream released to the central processing facility flare stack shall be maintained, at a minimum, at 12 MJ/m<sup>3</sup> when adjusted for 101.325 kPa and 15°C by adding residue gas to the flare gas.
4. Annulus gas and produced gas shall be collected and burned as fuel, incinerated or flared.
5. The approval holder shall ensure that all oil production tanks are connected to the vapour recovery system.
6. All aboveground storage tanks containing liquid hydrocarbons or organic compounds shall conform to the *Environmental Guidelines for Controlling Emissions of Volatile Organic Compounds from Aboveground Storage Tanks*, Canadian Council of Ministers of the Environment, PN 1180, 1995, as amended.

## SCHEDULE V INDUSTRIAL WASTEWATER AND INDUSTRIAL RUNOFF

1. The approval holder shall manage:
  - (a) industrial wastewater; and
  - (b) industrial runoff;

as described in the application, unless otherwise authorized in writing by the Director.
2. The approval holder shall direct industrial wastewater, produced water and boiler blowdown as follows:
  - (a) to the Phase 1 central processing facility water recycle treatment unit;
  - (b) to the Phase 2 central processing facility water recycle treatment unit;
  - (c) to the two evaporator systems at the Phase 2 central processing facility;
  - (d) to the blowdown pond at the Phase 1 central processing facility
  - (e) to the active sludge dewatering system at the Phase 2 central processing facility;
  - (f) to an Alberta Energy Regulator approved disposal well; or
  - (g) to an Alberta Energy Regulator approved Waste Processing and Disposal Facility;

unless otherwise authorized in writing by the Director.
3. The approval holder shall direct all industrial runoff from the plant developed area to the central processing facility water recycle treatment units, specifically one stormwater runoff pond at each central processing facility.
4. The approval holder shall direct all industrial runoff from the well pads to the industrial runoff control system at each well pad.
5. The approval holder shall only release industrial runoff from the industrial runoff control system at the central processing facility [and at the well pads].

### LIMITS

6. Releases from the industrial runoff control system shall not exceed the limits for the parameters specified in TABLE 1 of Schedule V.

## SCHEDULE V INDUSTRIAL WASTEWATER AND INDUSTRIAL RUNOFF

**TABLE 1: INDUSTRIAL RUNOFF CONTROL SYSTEMS LIMITS**

PARAMETER	LIMITS
Discharge Volume	--
pH	$\geq 6.0$ and $\leq 9.5$ pH units
Oil and Grease	No visible sheen
Chloride	$\leq 500$ mg/L

7. The approval holder shall not release any industrial runoff in a manner which will cause flooding or erosion or adverse effects to the receiving environment.

### **MONITORING AND REPORTING**

8. The approval holder shall monitor the industrial runoff control systems as specified in TABLE 2 of Schedule V, unless otherwise authorized in writing by the Director.
9. The approval holder shall report to the Director the results of the industrial runoff control system monitoring as required in TABLE 2 of Schedule V, unless otherwise authorized in writing by the Director.

## SCHEDULE V INDUSTRIAL WASTEWATER AND INDUSTRIAL RUNOFF

**TABLE 2: INDUSTRIAL RUNOFF CONTROL SYSTEM MONITORING AND REPORTING**

MONITORING						REPORTING
PARAMETER	PRIOR TO RELEASE		DURING RELEASE			ANNUALLY
	FREQUENCY	SAMPLE TYPE	FREQUENCY	SAMPLE TYPE	SAMPLE LOCATION	
Discharge volume (in cubic meters)	-	-	Once/day	Volume estimate	A/B	Yes
pH	Once	Representative grab	Once/day	Grab	A/B	
Oil and Grease	Once	Representative grab	Once/day	Grab	A/B	
Chloride (in mg/L)	Once	Representative grab	Once/day	Grab	A/B	
<b>A = Discharge point of industrial runoff control system (industrial runoff pond)</b> <b>B = Discharge point of industrial runoff control system (well pads)</b>						

10. In addition to the annual reporting in TABLE 2 of Schedule V, the annual Industrial Wastewater and Industrial Runoff Report shall include, at a minimum, all of the following information:
- (a) an assessment of the performance of:
    - (i) the industrial wastewater control system,
    - (ii) the industrial runoff control system, and
    - (iii) pollution abatement equipment;
  - (b) an overview of the operation of the plant;
  - (c) a summary and evaluation of management and disposal of industrial wastewater for the previous year;
  - (d) a summary and evaluation of management and disposal of industrial runoff for the previous year; and

## SCHEDULE VI GROUNDWATER

1. The approval holder shall implement the Groundwater Monitoring Program described in ConocoPhillips Surmont Phase 2 Proposed Groundwater Monitoring Program, ConocoPhillips Canada Resources Corp., October 2010, as authorized in writing by the Director on November 2, 2012, unless otherwise authorized in writing by the Director.
2. The approval holder shall collect the samples extracted from the groundwater monitor wells using scientifically acceptable purging, sampling and preservation procedures so that a representative groundwater sample is obtained.
3. The approval holder shall:
  - (a) protect from damage; and
  - (b) keep locked except when being sampledall groundwater monitor wells, unless otherwise authorized in writing by the Director.
4. The approval holder shall conduct at least five groundwater sampling events to establish baseline conditions for:
  - (a) new facilities;
  - (b) expansion areas which were not covered in prior sampling events; and
  - (c) previously non-assessed relevant, non-saline hydrostratigraphic units at existing facilities;unless otherwise authorized in writing by the Director.
5. The approval holder shall conduct the sampling events referred to in condition 4 of Schedule VI at intervals of no less than one month and must demonstrate stable groundwater conditions.
6. If a representative groundwater sample cannot be collected because the groundwater monitor well is damaged or is no longer capable of producing a representative groundwater sample, the approval holder shall:
  - (a) clean, repair or replace the groundwater monitoring well; and
  - (b) collect and analyse a representative groundwater sample prior to the next scheduled sampling event;unless otherwise authorized in writing by the Director.

## SCHEDULE VI GROUNDWATER

7. In addition to the sampling information recorded in condition 1 of Schedule III, the approval holder shall record the following sampling information for all groundwater samples collected:
  - (a) a description of purging and sampling procedures;
  - (b) the static elevations, above sea level and depth below ground surface, of fluid phases in the groundwater monitoring well prior to purging;
  - (c) the temperature of each sample at the time of sampling;
  - (d) the pH of each sample at the time of sampling; and
  - (e) the specific conductance of each sample at the time of sampling.
8. The approval holder shall carry out remediation of the groundwater in accordance with the following:
  - (a) *Alberta Tier 1 Soil and Groundwater Remediation Guidelines*, Alberta Environment and Sustainable Resource Development, May 2014, as amended; and
  - (b) *Alberta Tier 2 Soil and Groundwater Remediation Guidelines*, Alberta Environment and Sustainable Resource Development, May 2014, as amended.
9. The approval holder shall submit an annual Groundwater Monitoring Report to the Director.
10. The Groundwater Monitoring Report shall include, at a minimum, all of the following:
  - (a) a completed *Record of Site Condition Form*, Alberta Environment, 2009, as amended;
  - (b) a legal description of the plant and a map illustrating the plant boundaries;
  - (c) a topographic map of the plant;
  - (d) a description of the industrial activity and processes;
  - (e) a description of the regional hydrogeology;
  - (f) a hydrogeologic description and interpretation of the plant;

## SCHEDULE VI GROUNDWATER

- (g) a lithologic description and maps, including cross-sections, of the surficial and the upper bedrock geologic materials at the plant;
- (h) borehole logs and completion details for groundwater monitoring wells;
- (i) the hydraulic conductivity of all surficial and bedrock materials at the plant;
- (j) a map(s) of groundwater flow patterns at the plant;
- (k) a cross-section(s) showing depth to water table, patterns of groundwater movement and hydraulic gradients at the plant;
- (l) a map of surface drainage within the plant and surrounding area including nearby waterbodies;
- (m) a map showing the location of all surface and groundwater users within at least a five kilometre radius of the plant, and a listing describing the surface water and the water well use details;
- (n) a map showing locations of all known buried channels within at least five kilometres of the plant;
- (o) a map of groundwater monitoring well locations and a table summarizing the existing groundwater monitoring program for the plant;
- (p) a summary of any changes to the Groundwater Monitoring Program made since the last groundwater monitoring report;
- (q) analytical data recorded as required in conditions 1 and 6(b) of Schedule VI;
- (r) a summary of fluid elevations recorded as required in condition 7(b) of Schedule VI and an interpretation of changes in fluid elevations;
- (s) a description of the groundwater sampling and analytical QA/QC procedures;
- (t) an interpretation of all the data in this report, including the following:
  - (i) diagrams indicating the location and extent of any contamination,
  - (ii) a description of probable sources of contamination, and
  - (iii) a site map showing the location and type of current and historical potential sources of groundwater contamination;



## SCHEDULE VI GROUNDWATER

- (u) a summary and interpretation of the data collected since the Groundwater Monitoring Program began including:
    - (i) control charts which indicate trends in concentrations of parameters, and
    - (ii) the migration of contaminants;
  - (v) a description of any contaminant remediation, risk assessment or risk management action conducted at the plant;
  - (w) a proposed sampling schedule for the following year;
  - (x) recommendations for changes to the Groundwater Monitoring Program to make it more effective;
  - (y) any other information relevant to groundwater quality at the plant; and
  - (z) any other information as required in writing by the Director.
11. If the Groundwater Monitoring Report is found deficient by the Director, the approval holder shall correct all deficiencies identified in writing by the Director, by the date specified in writing by the Director.
12. The approval holder shall only implement reductions to the Groundwater Monitoring Program as authorized in writing by the Director.

## SCHEDULE VII SOIL

1. In addition to any other requirements specified in this approval, the approval holder shall conduct all of the following activities related to soil monitoring and soil management required by this approval in accordance with the *Soil Monitoring Directive*, Alberta Environment, 2009, as amended:
  - (a) designing and developing proposals for the Soil Monitoring Program;
  - (b) designing and developing proposals for the Soil Management Program;
  - (c) all other actions, including sampling, analysing, and reporting, associated with the Soil Monitoring Program; and
  - (d) all other actions, including sampling, analysing and reporting, associated with the Soil Management Program.

### **MONITORING AND REPORTING**

2. The approval holder shall submit a Soil Monitoring Program proposal to the Director according to the following schedule:
  - (a) for the first soil monitoring event, on or before November 30, 2016; and
  - (b) for the second soil monitoring event, on or before November 30, 2021;
 unless otherwise authorized in writing by the Director.
3. If any Soil Monitoring Program proposal is found deficient by the Director, the approval holder shall correct all deficiencies identified in writing by the Director, by the date specified in writing by the Director.
4. The approval holder shall implement the Soil Monitoring Program as authorized in writing by the Director.
5. If an authorization or a deficiency letter is not issued within 120 days of the applicable date required by condition 2 of Schedule VII, the approval holder shall implement the Soil Monitoring Program:
  - (a) in accordance with the program as set out in the proposal submitted by the approval holder; and
  - (b) within 270 days after the applicable date required by condition 2 of Schedule VII.

## SCHEDULE VII SOIL

6. The approval holder shall submit each Soil Monitoring Program Report obtained from the soil monitoring referred to in conditions 4 and 5 of Schedule VII to the Director according to the following schedule:
  - (a) for the first Soil Monitoring Program Report, on or before November 30, 2017;  
and
  - (b) for the second Soil Monitoring Program Report, on or before November 30, 2022;
 unless otherwise authorized in writing by the Director.
7. If any Soil Monitoring Program Report is found deficient by the Director, the approval holder shall correct all deficiencies identified in writing by the Director, by the date specified in writing by the Director.

### **SOIL MANAGEMENT PROGRAM**

8. If the Soil Monitoring Program, or any other soil monitoring, reveals that there are substances present in the soil at concentrations greater than any of the applicable concentrations set out in the standards in the *Soil Monitoring Directive*, Alberta Environment, 2009, as amended, the approval holder shall develop a Soil Management Program proposal.
9. If a Soil Management Program proposal is required pursuant to condition 8 of Schedule VII, the approval holder shall submit a Soil Management Program proposal to the Director according to the following schedule:
  - (a) for Soil Management Program proposal that is triggered by the findings from the first soil monitoring event, on or before the date in condition 6(a) of Schedule VII;
  - (b) for Soil Management Program proposal that is triggered by the findings from a second soil monitoring event, on or before the date in condition 6(b) of Schedule VII; or
  - (c) for any other soil monitoring event not specified in this approval, within six months of completion of the soil monitoring event.
10. If any Soil Management Program proposal is found deficient by the Director, the approval holder shall correct all deficiencies identified in writing by the Director, by the date specified in writing by the Director.
11. The approval holder shall implement the Soil Management Program as authorized in writing by the Director.

## SCHEDULE VII SOIL

12. If the approval holder is required to implement a Soil Management Program pursuant to condition 11 of Schedule VII, the approval holder shall submit an annual Soil Management Program Report to the Director, unless otherwise authorized in writing by the Director.
13. If any Soil Management Program Report is found deficient by the Director, the approval holder shall correct all deficiencies identified in writing by the Director, by the date specified in writing by the Director.

## SCHEDULE VIII WILDLIFE

1. In addition to any other requirements specified in this approval, the approval holder shall conduct wildlife mitigation in accordance with the *Integrated Standards and Guidelines Enhanced Approval Process (EAP)*, Alberta Energy Regulator and Government of Alberta, December 1, 2013, unless otherwise authorized in writing by the Director.
2. The approval holder shall take all steps necessary, as described in the application, to prevent wildlife from coming into contact with the industrial wastewater control system, unless otherwise authorized in writing by the Director.
3. The approval holder shall develop a Wildlife Mitigation Program when one or more of the following occurs:
  - (a) the approval holder is unable to conduct mitigation in accordance with condition 1 of Schedule VIII or any part thereof;
  - (b) the project includes above-ground pipelines;
  - (c) species at risk occur or have a high potential to occur within the plant, which are not in accordance with condition 1 of Schedule VIII; or
  - (d) any other project effects on wildlife identified in the application, that require mitigation beyond what is described by the documents listed in condition 1 of Schedule VIII;

unless otherwise authorized in writing by the Director.
4. If a Wildlife Mitigation Program is required pursuant to condition 3 of Schedule VIII, the approval holder shall submit a Wildlife Mitigation Program proposal to the Director on or before June 30, 2016, unless otherwise authorized in writing by the Director.
5. The Wildlife Mitigation Program proposal referred to in condition 4 of Schedule VIII shall address, at a minimum, all of the following for the discrepancies identified in condition 3 of Schedule VIII:
  - (a) a description of the alternative mitigation strategies that will be implemented to meet the Desired Outcomes as stated in the *Integrated Standards and Guidelines Enhanced Approval Process (EAP)*, Alberta Energy Regulator and Government of Alberta, December 1, 2013, as amended;
  - (b) a description of the mitigation strategies planned to facilitate wildlife movement and habitat use including, at a minimum, all of the following:
    - (i) a description of project above-ground pipelines including:

## SCHEDULE VIII WILDLIFE

- (A) a map of the above-ground pipelines,
    - (B) clearance under the pipe,
    - (C) width of rack and right-of-way corridor, and
    - (D) length of above-ground pipelines,
  - (ii) mitigation strategies that consider physical and behavioural characteristics of wildlife and address:
    - (A) line of sight issues,
    - (B) adequacy of vegetation cover (i.e. type and extent), and
    - (C) relationship of infrastructure to natural movement corridors (i.e. riparian areas), and temporal and spatial migration patterns of wildlife;
  - (c) detailed descriptions of mitigation measures to minimize project effects on species at risk throughout the life of the project;
  - (d) description of the mitigation strategies that will be implemented to address any project-level effects and site-specific issues;
  - (e) detailed descriptions of mitigation measures to minimize project-induced impacts to fisheries and aquatic habitat at a defined sub-tertiary watershed scale; and
  - (f) any other information as required in writing by the Director.
6. If the Wildlife Mitigation Program proposal is found deficient by the Director, the approval holder shall correct all deficiencies identified in writing by the Director by the date specified in writing by the Director.
  7. The approval holder shall implement the Wildlife Mitigation Program as authorized in writing by the Director.
  8. The approval holder shall monitor the long-term cumulative effects on biodiversity and wildlife in the region, in cooperation with other oil sands developers, and coordinated with efforts undertaken with the Alberta Biodiversity Monitoring Institute, unless otherwise authorized in writing by the Director.
  9. In cooperation with the Provincial Woodland Caribou Management Coordinator and the regional Alberta Fish and Wildlife Program Manager, the approval holder shall submit a

## SCHEDULE VIII WILDLIFE

Woodland Caribou Mitigation Plan and Monitoring Program proposal to the Director six months prior to the commencement of commercial development activities within a designated Caribou Range, unless otherwise authorized in writing by the Director.

10. The Woodland Caribou Mitigation Plan and Monitoring Program proposal shall include, at a minimum, all of the following:
  - (a) an outline of the actions which will be implemented to mitigate the effects of the project on Woodland Caribou;
  - (b) a description of how the approval holder will contribute to the monitoring of woodland caribou, consistent with provincially recognized priorities;
  - (c) a description of the approval holder's alignment with the *Woodland Caribou Policy for Alberta*, Alberta Sustainable Resource Development, 2011, as amended, including the following government-led initiatives:
    - (i) maintaining and restoring caribou habitat,
    - (ii) management efforts that will recognize habitat changes naturally in type and location over time,
    - (iii) prudent management of the land base and associated development, and
    - (iv) effectively managing wildlife populations; and
  - (d) any other information as required in writing by the Director.
11. If the Woodland Caribou Mitigation Plan and Monitoring Program proposal is found deficient by the Director, the approval holder shall correct all deficiencies identified in writing by the Director by the date specified in writing by the Director.
12. The approval holder shall implement the Woodland Caribou Mitigation Plan and Monitoring Program as authorized in writing by the Director.
13. The approval holder shall submit a Wildlife Monitoring Program proposal to the Director on or before June 30, 2016, unless otherwise authorized in writing by the Director.
14. The Wildlife Monitoring Program proposal shall, for monitoring not addressed by conditions 8 or 12 of Schedule VIII, describe the methods that will be applied:
  - (a) to assess the effectiveness of the mitigation in relation to:

## SCHEDULE VIII WILDLIFE

- (i) the *Sensitive Species Inventory Guidelines*, 2010, as amended, for relevant species,
    - (ii) the effects of linear disturbances, including above-ground pipe,
    - (iii) the occurrence of species at risk, and
    - (iv) industrial wastewater control systems;
  - (b) site specific project effects predicted in the application;
  - (c) to monitor fisheries and aquatic habitat at a defined sub-tertiary watershed scale; and
  - (d) any other information as required in writing by the Director.
15. If the Wildlife Monitoring Program proposal is found deficient by the Director, the approval holder shall correct all deficiencies identified in writing by the Director by the date specified in writing by the Director.
16. The approval holder shall implement the Wildlife Monitoring Program as authorized in writing by the Director.
17. The approval holder shall submit a Comprehensive Wildlife Report to the Director according to the following schedule:
- (a) for the first Comprehensive Wildlife Report, on or before May 15, 2018;
  - (b) for the second Comprehensive Wildlife Report, on or before May 15, 2021; and
  - (c) for the third Comprehensive Wildlife Report, on or before May 15, 2024;
- unless otherwise authorized in writing by the Director.
18. The Comprehensive Wildlife Report shall include, at a minimum, all of the following:
- (a) the methods and results of the monitoring, conducted pursuant to conditions 12 and 16 of Schedule VIII;
  - (b) mitigation implemented pursuant to conditions 7 and 12 of Schedule VIII;
  - (c) effectiveness of the mitigation implemented pursuant to conditions 7 and 12 of Schedule VIII;



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WILDLIFE**

- (d) authorized adaptive management measures taken or planned;
  - (e) changes proposed to the monitoring programs;
  - (f) changes proposed to the mitigation programs; and
  - (g) any other information as required in writing by the Director.
19. If the Comprehensive Wildlife Report is found deficient by the Director, the approval holder shall correct all deficiencies identified in writing by the Director by the date specified in writing by the Director.

## SCHEDULE IX CONSTRUCTION, DECOMMISSIONING AND RECLAMATION

### CONSTRUCTION

1. The approval holder shall ensure that woody debris removal allows for all topsoil to be:
  - (a) conserved; and
  - (b) stockpiled;

in accordance with this approval, unless otherwise authorized in writing by the Director.
2. The approval holder shall salvage topsoil for land reclamation as follows:
  - (a) salvage all topsoil from:
    - (i) mineral soils,
    - (ii) shallow organic soils, or
    - (iii) reclaimed soils;
  - (b) from areas of deep organic soil where pad materials will be left in place during land reclamation:
    - (i) salvage topsoil to a minimum depth of 40 cm, or
    - (ii) submit to the Director, for written authorization, an alternate plan for obtaining topsoil prior to commencing construction; or
  - (c) no topsoil salvage from areas of deep organic soil where pad materials will be removed during land reclamation;

unless otherwise authorized in writing by the Director
3. The approval holder shall salvage subsoil from any:
  - (a) central processing facility; or
  - (b) well pad

located on:

  - (i) mineral soils,
  - (ii) shallow organic soils, or

## SCHEDULE IX CONSTRUCTION, DECOMMISSIONING AND RECLAMATION

- (iii) reclaimed soils;

unless otherwise authorized in writing by the Director.

4. Subject to condition 3 of Schedule IX, the approval holder shall salvage all subsoil:

- (a) separately from topsoil; and
- (b) to a maximum thickness of 30 cm;

unless otherwise authorized in writing by the Director.

5. The approval holder shall:

- (a) conserve; and
- (b) stockpile

all topsoil separately from subsoil.

6. The topsoil stockpiles referred to in condition 5 of Schedule IX shall be:

- (a) on undisturbed topsoil or on a material that will not cause the mixing, loss or degradation of the topsoil;
- (b) adequately separated from other stockpiles to ensure no mixing, loss or degradation of the topsoil;
- (c) on stable foundations;
- (d) accessible and retrievable;
- (e) contoured to allow for vegetation and stabilization;
- (f) identified with a permanent signpost;
  - (i) within 3 months of commencing construction for new stockpiles, or
  - (ii) on or before May 31, 2016 for existing stockpiles; and
- (g) controlled for weeds.

7. The subsoil stockpiles referred to in condition 5 of Schedule IX shall be:

- (a) on areas where the topsoil has been removed;

## SCHEDULE IX CONSTRUCTION, DECOMMISSIONING AND RECLAMATION

- (b) adequately separated from other stockpiles to ensure no mixing, loss or degradation of the subsoil;
  - (c) on stable foundations;
  - (d) accessible and retrievable;
  - (e) contoured to allow for vegetation and stabilization;
  - (f) identified with a permanent signpost:
    - (i) within 3 months of commencing construction for new stockpiles, or
    - (ii) on or before May 31, 2016 for existing stockpiles; and
  - (g) controlled for weeds.
8. The approval holder shall take all steps necessary to prevent wind or water erosion of all stockpiles including, but not limited to, one or more of the following:
- (a) establishing a vegetative cover; or
  - (b) use of silt fences, tackifiers, mulches, tarps or other erosion control products; or
  - (c) any other steps authorized in writing by an Inspector.
9. The approval holder shall immediately suspend salvage of:
- (a) topsoil; or
  - (b) subsoil
- if directed to do so in writing by an Inspector, or when:
- (i) wet or frozen conditions,
  - (ii) high wind velocities, or
  - (iii) any other field condition or operation
- will result in mixing, loss or degradation of the topsoil or subsoil.
10. The approval holder shall recommence salvage of:
- (a) topsoil; or

## SCHEDULE IX CONSTRUCTION, DECOMMISSIONING AND RECLAMATION

(b) subsoil

only when the field conditions in condition 9 of Schedule IX no longer exist or if directed to do so in writing by an Inspector.

11. The approval holder shall implement drainage control measures to minimize erosion and sedimentation.
12. The approval holder shall submit a Pre-Disturbance Assessment and Conservation & Reclamation Plan to the Director:
  - (a) prior to commencing construction; or
  - (b) as otherwise notified in writing by the Director.
13. The approval holder shall prepare the Pre-Disturbance Assessment and Conservation & Reclamation Plan in accordance with the *Guidelines for Submission of a Pre-Disturbance Assessment and Conservation & Reclamation Plan Under an Environmental Protection and Enhancement Act Approval For an Enhanced Recovery In-Situ Oil Sands and Heavy Oil Processing Plant and Oil Production Site, Alberta Environment, 2009*, as amended, unless otherwise authorized in writing by the Director.
14. In addition to the requirements specified in condition 13 of Schedule IX, the Pre-Disturbance Assessment and Conservation & Reclamation Plan shall include:
  - (a) a revegetation plan that addresses, at a minimum, all the following:
    - (i) information that takes into consideration the *Guidelines for Reclamation to Forest Vegetation in the Athabasca Oil Sands Region*, 2nd Edition, 2009, as amended, if applicable,
    - (ii) species list, seeding rates and methods, and
    - (iii) information about surrounding vegetation;
  - (b) a discussion about how the Conservation and Reclamation Plan relates to the Project-Level Conservation, Reclamation and Closure Plan authorized under condition 30 of Schedule IX; and
  - (c) any other information as required in writing by the Director;

unless otherwise authorized in writing by the Director.

15. The approval holder shall implement the Pre-Disturbance Assessment and Conservation & Reclamation Plan as submitted, unless otherwise notified in writing by the Director.

## SCHEDULE IX CONSTRUCTION, DECOMMISSIONING AND RECLAMATION

16. The approval holder shall implement the Pre-Disturbance Assessment and Conservation & Reclamation Plans identified in the letter from the Alberta Energy Regulator dated October 29, 2015.
17. The approval holder shall only implement changes to a submitted Pre-Disturbance Assessment and Conservation & Reclamation Plan upon submission of a revised Pre-Disturbance Assessment and Conservation & Reclamation Plan, unless otherwise notified in writing by the Director.

### DECOMMISSIONING

18. The approval holder shall apply for an amendment to this approval by submitting a:
  - (a) Decommissioning Plan; and
  - (b) Land Reclamation Plan;
 to the Director.
19. The approval holder shall submit the:
  - (a) Decommissioning Plan; and
  - (b) Land Reclamation Plan
 referred to in condition 18 of Schedule IX within six months of:
  - (i) the plant as a whole, or
  - (ii) any central processing facility,
 ceasing operation, except for repairs and maintenance, unless otherwise authorized in writing by the Director.

### DECOMMISSIONING PLAN

20. The Decommissioning Plan referred to in condition 18 of Schedule IX shall include, at a minimum, all of the following:
  - (a) a plan for dismantling the plant;
  - (b) a comprehensive study to determine the nature, degree and extent of contamination at the plant and affected lands;
  - (c) a plan to manage all wastes at the plant;

## SCHEDULE IX CONSTRUCTION, DECOMMISSIONING AND RECLAMATION

- (d) evaluation of remediation technologies proposed to be used at the plant and affected lands;
- (e) a plan for decontamination of the plant and affected lands in accordance with the following:
  - (i) for soil or groundwater, *Alberta Tier 1 Soil and Groundwater Remediation Guidelines*, Alberta Environment and Sustainable Resource Development, May 2014, as amended,
  - (ii) for soil or groundwater, *Alberta Tier 2 Soil and Groundwater Remediation Guidelines*, Alberta Environment and Sustainable Resource Development, May 2014, as amended,
  - (iii) for drinking water, *Canadian Environmental Quality Guidelines*, CCME PN1299, 1999, as amended, and
  - (iv) for surface water, *Environmental Quality Guidelines for Alberta Surface Waters*, Alberta Environment and Sustainable Resource Development, 2014, as amended;
- (f) confirmatory testing to indicate compliance with the remediation objectives;
- (g) a plan for maintaining and operating contaminant monitoring systems;
- (h) a schedule for activities (a) through (g) above; and
- (i) any other information as required in writing by the Director.

### LAND RECLAMATION PLAN

- 21. The Land Reclamation Plan referred to in condition 18 of Schedule IX shall include, at a minimum, all of the following:
  - (a) the final use of the reclaimed area and how equivalent land capability will be achieved;
  - (b) removal of infrastructure;
  - (c) re-establishment of drainage and how it will be integrated with adjacent land;
  - (d) a description of reclaimed topography and how the reclaimed landforms will approximate the natural landforms adjacent to the plant;
  - (e) a soil replacement plan;

## SCHEDULE IX CONSTRUCTION, DECOMMISSIONING AND RECLAMATION

- (f) erosion control;
- (g) a revegetation plan that includes, at a minimum, all of the following:
  - (i) species list, seed source and quality, seeding rates and methods,
  - (ii) fertilization rates and methods,
  - (iii) a vegetation management plan, and
  - (iv) wildlife habitat plans where applicable;
- (h) techniques and procedures for returning disturbed lands to equivalent wildlife habitat capability;
- (i) reclamation sequence and schedule; and
- (j) any other information as required in writing by the Director.

### **RECLAMATION**

#### **GENERAL**

- 22. The approval holder shall conduct land reclamation activities on all disturbed land in an on-going and progressive manner.
- 23. The approval holder shall reclaim disturbed land in a manner that results in a return of land capability equivalent to what existed prior to disturbance, unless otherwise authorized in writing by the director.
- 24. The approval holder shall remove all watercourse crossings as part of land reclamation, unless otherwise authorized in writing by the Director.
- 25. The approval holder shall reclaim all roads, including:
  - (a) removal of culverts and other structures;
  - (b) recontouring;
  - (c) re-establishment of drainage;
  - (d) decompaction of subsoil;
  - (e) replacement of topsoil; and



## SCHEDULE IX CONSTRUCTION, DECOMMISSIONING AND RECLAMATION

(f) revegetation;

unless otherwise authorized in writing by the Director.

26. The approval holder shall progressively re-establish surface drainage during land reclamation such that it is integrated with the adjacent land.

### LANDSCAPE AND CLOSURE PLANNING

27. The approval holder shall submit a Project-Level Conservation, Reclamation and Closure Plan to the Director on or before June 30, 2017, unless otherwise authorized in writing by the Director.
28. The Project-Level Conservation, Reclamation and Closure Plan shall include, at a minimum, all of the following:
- (a) identification of specific conservation and reclamation practices, plans and objectives for specific geographical areas based on environmental and landscape features;
  - (b) consideration of environmental constraints and associated commitments;
  - (c) inclusion of all current and future disturbance areas;
  - (d) integration of landforms, topography, vegetation, water bodies, and watercourses with adjacent undisturbed areas and adjacent reclamation areas; and
  - (e) any other information as required in writing by the Director.
29. If the Project-Level Conservation, Reclamation and Closure Plan is found deficient by the Director, the approval holder shall correct all deficiencies identified in writing by the Director by the date specified in writing by the Director.
30. The approval holder shall implement the Project-Level Conservation, Reclamation and Closure Plan as authorized in writing by the Director.

### CONTOURING AND MATERIALS PLACEMENT

31. The approval holder shall contour disturbed land such that the reclaimed landforms approximate the natural landforms in the areas adjacent to the plant.
32. The approval holder shall ensure that reclaimed slopes are no steeper than 3:1, unless otherwise authorized in writing by the Director.

## SCHEDULE IX CONSTRUCTION, DECOMMISSIONING AND RECLAMATION

33. The approval holder shall cap any unsuitable material, as described in the *Soil Quality Criteria Relative to Disturbance and Reclamation*, Alberta Agriculture, 1987, as amended, where unsuitability is not related to contamination, with 1.0 metre of soil material having a good, fair or poor rating, as described in the *Soil Quality Criteria Relative to Disturbance and Reclamation*, Alberta Agriculture, 1987, as amended, prior to subsoil and topsoil replacement.
34. The approval holder shall replace all salvaged subsoil on recontoured areas:
- (a) where the subsoil was salvaged from; and
  - (b) prior to topsoil replacement;
- unless otherwise authorized in writing by the Director.
35. The approval holder shall replace all topsoil that was salvaged or allocated under condition 2(b) of Schedule IX on areas where pad materials will be left in place during land reclamation, unless otherwise authorized in writing by the Director.
36. Subject to condition 35 of Schedule IX, the approval holder shall replace all salvaged topsoil on recontoured areas such that the average depth of the replaced topsoil in the reclaimed soil for each reclamation area is equivalent to or greater than 80% of the original topsoil depth, unless otherwise authorized in writing by the Director.
37. The approval holder shall immediately suspend replacement of:
- (a) topsoil; or
  - (b) subsoil
- if directed to do so in writing by an Inspector, or when:
- (i) wet or frozen conditions,
  - (ii) high wind velocities, or
  - (iii) any other field condition or operation
- will result in mixing, loss or degradation of topsoil or subsoil.
38. The approval holder shall recommence replacement of:
- (a) topsoil; or
  - (b) subsoil

## SCHEDULE IX CONSTRUCTION, DECOMMISSIONING AND RECLAMATION

only when the field conditions in condition 37 of Schedule IX no longer exist or if directed to do so in writing by an Inspector.

39. The approval holder shall maintain a weed control program until new vegetation is established and is self-sustaining.

### RESEARCH

40. The approval holder shall submit a project specific Wetland Reclamation Trial Program proposal to the Director on or before September 30, 2018, unless otherwise authorized in writing by the Director.
41. The Wetland Reclamation Trial Program proposal shall include, at a minimum, all of the following:
- (a) trial plans for the removal or partial removal of pad materials from well pads and roads located in wetland ecosystems with emphasis on dominant wetland ecosystems that have been disturbed;
  - (b) the reclamation of the areas specified in (a) to pre-disturbance wetland ecosystems or a similar self-sustaining wetland ecosystem as appropriate;
  - (c) the possible reuse of the bed and fill material removed from the areas specified in (a) as construction or backfill material;
  - (d) a monitoring program; and
  - (e) any other information as required in writing by the Director.
42. If the Wetland Reclamation Trial Program proposal is found deficient by the Director, the approval holder shall correct all deficiencies identified in writing by the Director by the date specified in writing by the Director.
43. The approval holder shall implement the Wetland Reclamation Trial Program as authorized in writing by the Director.
44. The approval holder shall:
- (a) participate in; and
  - (b) contribute to

regional multi-stakeholder forum(s) that includes development of wetland reclamation strategies, to the satisfaction of the Director.

## SCHEDULE IX CONSTRUCTION, DECOMMISSIONING AND RECLAMATION

### MONITORING

45. Effective until the updated Reclamation Monitoring Program in condition 46 of Schedule IX is authorized in writing by the Director, the approval holder shall implement the Reclamation Monitoring Program described in the report *Reclamation Monitoring Plan and Revegetation Plan*, dated November 2005, as authorized in writing by the Director on February 17, 2006, unless otherwise authorized in writing by the Director.
46. The approval holder shall submit an updated Reclamation Monitoring Program proposal to the Director on or before December 31, 2016, unless otherwise authorized in writing by the Director.
47. The Reclamation Monitoring Program proposal shall include, at a minimum, all of the following:
  - (a) a monitoring plan to assess soils, vegetation and wildlife on reclaimed areas that includes, but not limited to, all of the following:
    - (i) proposed methodology, and
    - (ii) monitoring schedule;
  - (b) performance measures to assess reclamation success;
  - (c) how corrective measures will be identified and implemented;
  - (d) how the data will be used in adaptive management for future reclaimed areas; and
  - (e) any other information as required in writing by the Director.
48. If the updated Reclamation Monitoring Program proposal is found deficient by the Director, the approval holder shall correct all deficiencies identified in writing by the Director by the date specified in writing by the Director.
49. The approval holder shall implement the Reclamation Monitoring Program as authorized in writing by the Director.

### REPORTING

50. The approval holder shall submit an annual Conservation and Reclamation Report to the Director.
51. The approval holder shall prepare the annual Conservation and Reclamation Report in accordance with the *Guidelines for Submission of an Annual Conservation and*

## **SCHEDULE IX CONSTRUCTION, DECOMMISSIONING AND RECLAMATION**

*Reclamation Report Under an Environmental Protection and Enhancement Act Approval for an Enhanced Recovery In-Situ or Heavy Oil Processing Plant and Oil Production Site, Alberta Environment, 2011, as amended, unless otherwise authorized in writing by the Director.*

52. In addition to the requirements specified in condition 51 of Schedule IX, the annual Conservation and Reclamation Report shall include, at a minimum, all of the following:
- (a) a summary on the status of the following:
    - (i) Project-Level Conservation, Reclamation and Closure Plan,
    - (ii) Wetland Reclamation Trial Program,
    - (iii) activities required under condition 44 of Schedule IX, and
    - (iv) Reclamation Monitoring Program; and
  - (b) any other information as required in writing by the Director.

**APPROVAL NO.**

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**SCHEDULE X  
DOMESTIC WASTEWATER**

1. The approval holder shall not release any substances from the domestic wastewater system to the surrounding watershed except as authorized by this approval.
2. The approval holder shall direct all domestic wastewater at the plant to a septic tank with subsequent disposal to a domestic wastewater treatment facility holding a current approval under the Act.
3. The approval holder shall only dispose of sludge produced by the domestic wastewater system at a domestic wastewater treatment facility holding a current approval under the Act.

## SCHEDULE XI WETLANDS AND WATER BODIES

1. The approval holder shall submit an updated Wetland and Water Body Monitoring Program proposal to the Director on or before September 30, 2016, unless otherwise authorized in writing by the Director.
2. The updated Wetland and Water Body Monitoring Program proposal shall include, at a minimum, all of the following:
  - (a) a summary of any wetland and water body monitoring conducted to date and an analysis of results;
  - (b) an analysis of the results from the monitoring conducted in (a);
  - (c) corrective measures identified and implemented through the monitoring conducted to date;
  - (d) an updated plan to monitor natural wetlands and water bodies for natural variability;
  - (e) an updated plan to determine and monitor the potential effects on wetlands from:
    - (i) seepage, drainage and discharge from the plant,
    - (ii) roads, well pads or other infrastructure constructed within wetland and water bodies,
    - (iii) ice and dust control on roads,
    - (iv) construction of the ice roads,
    - (v) surface water withdrawals,
    - (vi) groundwater withdrawals,
    - (vii) air emissions, and
    - (viii) any additional disturbances that may affect wetland ecosystems;
  - (f) a plan to monitor water bodies upstream and downstream from potential impacts for surface water quality and quantity and any other appropriate response variables;
  - (g) corrective measures and a schedule of implementation, where appropriate, to protect affected wetlands and water bodies;
  - (h) reporting schedule; and

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## **SCHEDULE XI WETLANDS AND WATER BODIES**

- (i) any other information as required in writing by the Director.
- 3. If the updated Wetland and Water Body Monitoring Program proposal is found deficient by the Director, the approval holder shall correct all deficiencies identified in writing by the Director by the date specified in writing by the Director.
- 4. The approval holder shall implement the Wetland and Water Body Monitoring Program as authorized in writing by the Director.





## Economic Stimulus – RMWB

### Key Data

- Population = < 65,000
- Regional Unemployment Rate = 5.5% (1.0% lower than provincial average)

### Hiring Strategy

- Create job postings specific to local area
- Use social media and local advertising to target local candidates
- Leverage the Applicant Tracking System (ATS) to filter and prioritize by location of residence
- Promote employee referral program, create targeted retention program
- Hire through values and attitudes – “Rest in Peace the Resume”
- Target passive candidates
- Improve and expedite screening process
- Have clear job postings and descriptions of pre-requisites for hiring
- Re-engage previous employees and applicants
- Use employee testimonials, short videos, employee experience sound bites
- Host hiring “happy hours” and open houses at local lodges
- Incentivize relocation (offset by transportation and overtime costs of deployed employees)
- Be visible, engaged and pro-active in removing employment barriers
- Create a competitive culinary contest where applicants are “auditioning for employment” while serving breakfast to underprivileged community members, as an example

### Key Partnerships

- Chipewyan Prairie
- Sekui

### Community Involvement

- Refine and maintain a clear employer brand and representation in community
- Enrich the community through events and activities that having meaningful impact on residents (e.g. feeding underprivileged community members through the culinary applicant contest)



**Wayne S. Pon**

Operations Readiness Manager  
587.476.2053  
wayne.s.pon@exxonmobil.com

May 28, 2019

Annette Antoniak  
Chief Administration Officer, RMWB  
Regional Municipality of Wood Buffalo  
7<sup>th</sup> Floor, 9909 Franklin Avenue  
Fort McMurray, Alberta T9H 2K4

Via email: [Annette.Antoniak@rmwb.ca](mailto:Annette.Antoniak@rmwb.ca)

Dear Ms. Antoniak,

First of all thank you and your team for the time you shared with us last week. We really appreciated the opportunity to share the Imperial Family experience with you and to the robust discussions that occurred during the tour and subsequent meeting. This collaborative approach to solution discovery is important to Imperial, especially as we look to address the concerns that precipitated the camp moratorium motion.

It is equally important that we recognize and thank the Regional Municipality of Wood Buffalo (RMWB) for the actions you have already undertaken, including the significant effort in leading the way to reduce the non-residential to residential property tax ratio to 5:1 by 2028. We also acknowledge that in providing a reduced property tax regime RMWB has decreased their own revenue proportionally creating its own challenges. However, these actions are appreciated and critically important as the oil sands industry continues to struggle with competitiveness.

With respect to our recent discussions, we clearly heard from you the need for industry to step into the communication void and actively respond to mis-information in the media, such as the recent Maclean's article on remote camps. We also heard that even locally there isn't a strong understanding of the people and logistics side of our business, including seasonal and turnaround needs. For example, fly-in fly-out operations hire locally as well as embed local and Indigenous requirements in the procurement process. For Imperial this amounts to approximately 200 local operations workers, contractors and sub-contractors residing in the RMWB who utilize the bussing we provide between Fort McMurray and Kearl at the start and end of their rotation. Highlighting this in local career fairs, trade shows and townhalls would help in this understanding.

We also heard that it is important for our workers to have the opportunity to see more than just the camp and mine aspects of the region, so they can see what the area has to offer to residents. With the distance between Kearl and Fort McMurray, it is more challenging for us to provide that opportunity to our workers while on rotation due to safety consideration. However, we are interested in supporting the RMWB and providing our workers with information on the lifestyle the region provides in a manner that does not compromise their safety. Once the RMWB's current communications campaign has been finalized, Imperial would like to meet with the Administration to see how we can support the efforts and carry the campaign's message to our current and future workers.

Other actions underway by the RMWB such as Park and Ride as well as HOV lanes will facilitate transportation to and from the mines. For some operations this will provide daily transportation for their workers, while for others it opens up the opportunity to use Fort McMurray amenities while on rotation, and for those further away such as Imperial it would potentially support getting our workers to site safely at the start of their rotation and home again after. These projects could also translate to increased usership of YMM as it would be easier for workers, from all oil sands operations, to commute from Fort McMurray.

Attachment: 5. Letters from Industry re. fly-in fly-out and camp accommodations (Fly In Fly Out and Camp Accommodations)

Finally we heard specific asks of industry and Imperial:

- Use YMM as a transportation hub, look for ways to support increased operational usership
- Provide flexibility, enabling off rotation residency in Fort McMurray through relocation support and other incentives
- Work with Keyano College to ensure that programs are tailored to the skills we need now and into the future.
- Support the RMWB's infrastructure advocacy and lobbying efforts

Although the camp moratorium motion has been a challenge for industry it has brought a concerted focus on collaboration solution development with the goal of increasing the residency and vibrancy of the region. Imperial is looking forward to continued collaboration, ideally without the potential implementation of a moratorium to distract the solution space. We believe significant strides have been made through our discussions with the Administration and will be bringing forward many recommendations to Imperial (Kearl and Aspen) leadership for approval and implementation. I am looking forward to a date in the near future when I can share those actions with you as part of our commitment to the region.

Sincerely,



Wayne S. Pon  
Operations Readiness Manager

c.c: Simon Younger



## MEG ENERGY

May 7, 2019

Annette Antoniak  
Chief Administrative Officer  
Regional Municipality of Wood Buffalo  
9909 Franklin Avenue  
Fort McMurray, Alberta  
T9H 2K4

### BY EMAIL

Dear Ms. Antoniak:

### Re: Regional Municipality of Wood Buffalo (RMWB) Proposed Camp Moratorium

Thank you for the opportunity to provide feedback in relation to the motion passed by the Council of the RMWB to put in a place a moratorium on worker accommodations ("camps") within a 75 kilometre radius of the Urban Service Area (USA) of Fort McMurray.

As previously outlined by MEG Energy ("MEG"), the area encompassed by the proposed bylaw that would result from the passing of this motion would exclude MEG's only operating facility in the RMWB, the Christina Lake Regional Project ("CLRP"). However, the radius in the proposed bylaw would cover MEG's Surmont Project ("Surmont") leases located just north of Janvier.

Since the beginning of our involvement in the discussions around this motion, MEG has first and foremost always recognized the situation in which the Council finds itself in the current economic environment. As a mid-size oil sands producer with a single operating facility, MEG and the RMWB share many similarities – we are each highly susceptible to the impact of the price of oil, we each have experienced leadership changes during the course of the current downturn, and each of us is trying to adapt to the current economic reality. Faced with similar challenges, MEG believes that we can support each other and find some mutually beneficial outcomes.

Towards that end, MEG believes that we are aligned on the principal objectives that we each value and are trying to achieve:

1. Health, safety and quality of life. Adherence to the highest possible standards of safety and protecting the ability of all employees, contractors, and local residents to be themselves "fit for duty" and surrounded by others in the same condition. Both MEG and the RMWB want to ensure that we create the conditions, policies, and incentives that will allow for everyone to work, live and thrive in a healthy and productive environment.
2. Economic development. MEG and the RMWB are each seeking to lead, shape, and contribute to the region's economic development and growth and ensure the value created from production in the oil sands benefits all people. To that end, there are employment, training, and contracting objectives and commitments that are in place, many of them focused on rural Indigenous communities. We each recognize the leading role that camps and associated infrastructure play in helping to ensure the economic benefits of development are shared and valued throughout the region.





## MEG ENERGY

3. Regulatory certainty. Well-defined processes and clearly articulated expectations provide parties operating within a regulatory context with the tools needed to make decisions and/or engage in further evaluation. Stable regulatory environments pave the way for investment and major projects require investors to have confidence in the long-term validity and maintenance of existing regulatory approvals. This is in the best interest of both MEG and the RMWB, which each have to manage regulatory environments across multiple jurisdictions (federal, provincial and municipal).
4. Preservation of capital. MEG and the RMWB each have extensive financial resources tied up in existing infrastructure. Whether tangible costs of capital, the implementation of business plans or decreasing cost-structures, neither MEG nor the RMWB can ignore the significant resources invested to date in the areas of transportation, facilities, and operations required to sustain the business environment that we all rely on.

As openly recognized by you and other members of the Administration several times during meetings held during the first quarter of this year, the CLRP is outside of the proposed camp moratorium radius and the need for camps to operate there is not in question. In fact, to date even the public debate within Council seemed to indicate that the elimination of camps is not actually the best outcome or the most feasible. Instead, it is the creation of incentives that can entice workers who are not local to the region to relocate.

MEG is a net positive contributor to the RMWB from the CLRP. Currently, MEG pays full municipal taxes from that project despite requiring much fewer resources from the RMWB than projects located in closer proximity to Fort McMurray. So as MEG looks ahead to the potential for a future Surmont Project, that is where there is greater potential to assist the RMWB in meeting the objectives that are behind the proposed camp moratorium. However, based on MEG's regulatory application and analysis for the Surmont Project, camps would still form part of the business model and as a result, in MEG's view the proposed camp moratorium should not apply to the Surmont Project. But there are some tangible steps, some of which are being developed based on experiences gained from the CLRP, which could be applied by MEG to support the objectives behind the proposed camp moratorium for the Surmont Project. Those include:

- a) Explicitly stating in job descriptions that the Project is located within the RMWB and encouraging qualified applicants from surrounding communities to apply;
- b) Participating individually and collectively, through the Oil Sands Community Alliance (OSCA), in initiatives and engagement forums with the RMWB on issues relevant to population growth for the entire RMWB and Fort McMurray;
- c) Contributing to additional community investment initiatives within the RMWB that have the potential to enhance the quality of life of residents; and
- d) Participating in meetings with the Fort McMurray Airport Authority to better understand and analyze the value of the Fort McMurray Airport and its potential to support camp-based employees.

**MEG ENERGY**

Thank you again for the opportunity to provide feedback on the proposed camp moratorium and we appreciate the time you are taking to gather the information necessary for your Administration team to fully inform Council of the potential impacts of their motion. We look forward to continuing to work with you and participate in future discussions related to this issue.

Sincerely,

Ted Lamb  
Vice President, Operations

cc: Dennis Vroom - Strategist, Stakeholder Relations, RMWB  
Rory O'Connor - Manager, Consultation and Community Relations, MEG Energy  
Karim Zariffa - Executive Director, OSCA

Attachment: 5. Letters from Industry re. fly-in fly-out and camp accommodations (Fly In Fly Out and Camp Accommodations)





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 Calgary, AB T2P 1V8 F 403.265.6636  
[PetroChinaCanada.com](http://PetroChinaCanada.com)

PCC-CM-LR00002

*Via email*

May 8, 2019

Ms. Annette Antoniak  
 CAO  
 Regional Municipality of Wood Buffalo  
 9909 Franklin Avenue,  
 Fort McMurray, Alberta  
 T9H 2K4

Dear Ms. Antoniak:

Thank you for the opportunity to meet with PetroChina Canada Ltd. (PCC) on May 6, 2019. Open communication between the Regional Municipality of Wood Buffalo (RMWB) and the region's oil sands companies is essential. Through this dialogue, we believe all stakeholders can work together and collaborate on shared solutions that will ensure a vibrant Fort McMurray community and a competitive oil sands industry.

Since PCC first opened its doors in 2010, PCC has made significant investments into Alberta's oil sands and in the RMWB. We own the MacKay River Commercial Project (MRCP)<sup>1</sup>, the Dover Commercial Project (DCP)<sup>2</sup> and have a non-operated interest in the Grand Rapids Pipeline System (GRPS). These investments have greatly expanded the oil sands development on the West side of the Athabasca River. Moreover, the MRCP is targeting the Upper McMurray formation, a challenging oil sands formation which is outside of the main McMurray formation and has not been extensively developed. PCC is the first company to develop an Upper McMurray project at a large scale. Between our investments to date and long-term development plans in this area, PCC has and will ideally continue to contribute to the long-term sustainability of the RMWB.

PCC understands the importance of vibrant sustainable communities and our business practices in the RMWB, and have contributed in these ways:

- PCC's operations rely on the Fort McMurray International Airport (YMM) for the transportation of employees into and out of the region. In 2018, this equated to approximately 4,300 flights for PCC alone.

<sup>1</sup> The MRCP was approved in 2011, it is a Steam Assisted Gravity Drainage (SAGD) operation with maximum approved capacity of 150,000 over four phases.

<sup>2</sup> The DCP was approved in 2014, it is a Steam Assisted Gravity Drainage (SAGD) operation with maximum approved capacity of 250,000 over five phases.





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- PCC does not have an aerodrome at the MRCP facility, instead we utilize YMM.
- PCC posts operational (site-based) positions on several platforms and supports hiring of local workers directly from the RMWB.
- PCC integrates Local and Aboriginal companies into our supply chain for goods and services in support of our operations. PCC's procurement procedures consider and assess Local and Aboriginal content in the bid evaluation process.
- PCC's community investment has focused on supporting the region's Aboriginal communities, Keyano College and not-for-profit organizations such as the Northern Lights Health Foundation (NLHF).

PCC is a new oil sands operator, starting construction of our MRCP facility in 2013, with first steam achieved in December 2016 and first production in 2017. Bitumen production in 2019 has averaged approximately 8,000 barrels per day (bpd), and PCC continues to innovate and apply new technology in order to ramp up production to our approved Phase 1 capacity of 35,000 bpd.

As a new operator in the region, PCC is striving to achieve free cash flow and positive net income from our investment in the MRCP in the short-term and sustain profitability in the long term. However, in support of the RMWB's objectives, PCC commits to exploring additional solutions that could contribute to sustainability of the RMWB:

- Consider and plan a phased approach to staffing that supports the hiring of local workers and to encourage workers to relocate to the region.
- Designate YMM as a transportation hub.
- Gather industry data and conduct analysis to compare / contrast programs offered by other producers with oil sands operations to share information and practices that support the region.
- Support a multi-stakeholder advocacy effort for increased investment in local and regional infrastructure, on the West side of the Athabasca, particularly focusing on Highway 686.
- Explore synergies and partnership opportunities with Keyano College with the goal of increasing the availability of RMWB-based skilled workers that the oil sands industry needs.

PCC believes that collaboration towards mutually beneficial outcomes is the best solution to ensure the sustainability of the region, both socially and economically. With this principle in mind, PCC cannot support any camp moratorium bylaw that will put the safety of our employees and operations at risk and undermine the competitiveness of our project. The driving distance to the MRCP is over 75 km from the Urban Service Area and takes approximately 2 hours (weather and road conditions dependent) and the route is mostly on gravel roads. Even if the majority of the MRCP's operational staff lived in the RMWB, PCC would still require an operations lodge for health and safety purposes.

Other unintended consequences of a camp moratorium bylaw would mean that PCC's reliance on YMM for transit of operational staff into and out of the region would decrease significantly. At a



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time when YMM is struggling with low passenger numbers, the region truly needs the oil sands industry to support YMM and to invest to make it the viable transportation hub and link to the rest of the province, the country and international destinations.

If the RMWB Mayor and Council determine that a camp moratorium bylaw is their preferred approach, PCC requests that bylaw be worded so that it applies only to operations camps within a 75 km driving distance or within a one hour commute. Health and safety concerns, as well as increased costs from additional regulatory burden must be paramount when the RMWB and Mayor and Council consider the most effective ways to revitalize the Fort McMurray community.

PCC looks forward to on-going engagement with the RMWB, on both the camp moratorium bylaw and on other areas of mutual interest. We are certain that the development of shared solutions will foster conditions that will support the sustainability of the RMWB and the competitiveness of the oil sands industry.

Sincerely,

Judy Mah  
 VP Corporate Development  
 PetroChina Canada Ltd.






---

Suncor Energy Services Inc.  
 P.O. Box 4015  
 Main Mailroom, Tar Island  
 Fort McMurray, AB  
 Canada T9H 3E3

May 28, 2019

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

**Re: Proposed camp moratorium and fee increase bylaws**

Dear Mayor Scott and Council,

Suncor has been a major employer and a community member in the region since the mid-1960s. Given the adverse effects of the proposed camp moratorium and significant fee increase for camp licenses and permits, we wish to share our perspective on these critical issues and the potential impacts to our business, workers and the community.

Suncor is committed to working collaboratively to find solutions to further strengthen the region's economy, and bring more qualified workers and families here; this is evident in our hiring practices. However, using the camp moratorium and a 6,600 percent increase on permitting fees to attempt to achieve these objectives will be counterproductive and will have significant unintended consequences to our business and the region.

Suncor has four operating sites in the region: two have a live and work model and two have a camp-based model due to their remote location. Our sites closer to Fort McMurray use nearby camps almost exclusively to facilitate planned and unplanned maintenance events that require a dedicated workforce for short periods, but otherwise proudly rely on a local workforce.

The two remaining operating sites are a considerable commute from Fort McMurray (potentially 2 to 4 hours/day depending on weather) and require a camp based workforce. The current moratorium proposal would include these sites and would result in significant commutes for workers, posing a significant safety, wellness, productivity and economic risk.

Over the last two years and despite the difficult economy and uncertain regulatory environment, Suncor has hired and transferred more than 1,100 employees and their families into the region. Despite our efforts to hire local candidates and strategies to attract potential employees to move

to Fort McMurray, we continue to face recruiting challenges and have a significant number of vacancies for critical skilled positions – including supervisory, professional and trades even at the sites where the commute is reasonable. This challenge would be exacerbated by longer commutes associated with our remote locations should the camp moratorium come into force.

Suncor remains committed to hiring locally and developing the regional labour force, while also using workers from outside the region to effectively staff our operations where reasonably required, recognizing this combined model is the optimal approach for safety, wellness and efficiency. Workforce availability and flexibility for remote sites and instances of planned and unplanned maintenance is critical to our operations

The proposed moratorium and fee increases will have several negative and unintended consequences, including:

- Creating safety and wellness risks for workers;
  - long commutes over varied road conditions;
  - greater worker fatigue as a result of long commutes;
  - work/life balance implications leading to higher turnover;
- significant cost implications for industry;
  - this industry is already struggling in a difficult economic environment. Relocating existing camp infrastructure, increased transportation costs, personnel changes, and substantial camp fee increases will significantly add to our current challenges.
- reducing the future supply of accommodations to support maintenance events and remote locations;
  - third party camp providers are advising that the moratorium may limit their investment in the region and impact the supply of camps, even for remote locations, potentially adversely affecting our ability to execute planned and unplanned maintenance activities; and
- challenging the productivity and economics of our current and future projects;
  - increased safety issues, increased costs, reduced supply of accommodations and greater worker fatigue are all expected to have significance impacts on the productivity and economics of our operations potentially limiting future investment; and
  - limiting our ability to properly staff our operations.

Suncor has invested significant capital and resources into the infrastructure associated with our camps which are an integral part of our provincially approved operations, supporting safe and efficient operations, particularly at our remote sites. Suncor is of the view that the passage of the bylaw imposing a moratorium on camps would be harmful to our business and unlawful under the *Municipal Government Act*.

This issue is not new to the industry, which has longed preferred to work with local residents wherever reasonably possible. To this end, the industry solicited a survey of rotational workers

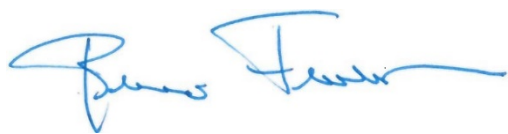


through the Oil Sands Community Alliance ("**OSCA**") in 2017. This survey revealed that while 48 per cent of respondents said they would consider moving to the RMWB, they also identified community barriers that make RMWB less attractive. We believe it is these barriers that we must collaboratively address to find a solution that benefits the RMWB, local businesses, and industry.

Suncor already recruits locally, offers incentives and relocation packages, uses local infrastructure such as the Fort McMurray airport when possible, hires local contractors, and supports community investment across the entire region. In addition, we recently launched a regional people strategy, which focuses on attracting and retaining our approximately 5,000 employees in the region. RMWB's senior administration recently reviewed Suncor's regional people strategy to better understand the challenges and potential actions we can collaboratively and individually advance. We believe together we can continue to advance attraction and retention in the region.

Suncor's operations will keep us active in the region for decades to come but regulations and actions by the municipality can have a profound effect on how successful we all are and how much industry invests in the region. For this reason, Suncor is committed to continue working with the RMWB to make the region a more resilient, responsive, and attractive place to live and work. Having a strong and robust local workforce is in both of our interests. However, the proposed camp moratorium and camp fee increase will not advance these objectives and we urge the Mayor and Council to abandon these initiatives and commit to working positively and collaboratively with community members and industry on building RMWB for the long term.

Sincerely,



Bruno Francoeur  
Regional Operations Executive  
Suncor Energy

Cc: Hon. Kaycee Madu, Minister, Municipal Affairs  
Tany Yao, MLA, Fort McMurray - Wood Buffalo  
Laila Goodridge, MLA, Fort McMurray - Lac La Biche



May 27, 2019

Mayor Don Scott and Council  
Regional Municipality of Wood Buffalo  
9909 Franklin Avenue  
Fort McMurray, Alberta T9H 2K4  
(sent via email)

**Re: Proposed camp moratorium and fee increase bylaws**

Dear Mayor Scott and Council,

This letter is to share Syncrude's concerns and provide additional information concerning the measures you are considering to reduce the use of Fly-in and Fly-out (FIFO) to run and maintain oil sands facilities in the region.

We'd like to thank you for the time and interest taken by the RMWB administration to hear our perspectives and share the work they're doing in support of the proposed bylaw. While encouraging more workers to reside in Wood Buffalo is sensible and complementary to Syncrude's current practices of supporting a vibrant community, we fully agree with our industry partners that the proposed moratorium is overly punitive. The implication that camp permits will not be renewed or have fees hiked brings unnecessary uncertainty to our industry at a time when we can least afford it. Neither the community nor industry benefits from compromising our competitiveness at this critical time.

Syncrude is a Fort McMurray-based company with our headquarters and operations here. The vast majority of our 4,700 employees are based in the region. While the motion targeting FIFO doesn't affect Syncrude as much as other operators, there would be unintended impacts to our facilities within the 75-km radius of the urban service area for the proposed moratorium.

We appreciate the comments throughout this debate about Syncrude's commitment to the community. We're proud to call this region home and have developed many strategies to make Wood Buffalo an even more vibrant community where our workers are eager to raise their families. Syncrude continues to work in the region to ensure local residents share in the economic and social benefits from our operation. Examples of our commitment to the community include:

- Spending \$5.4 billion in economic contributions in 2017 with 39 per cent spent in Wood Buffalo.
- Continued preference to hire from within the region; 90 per cent of all new hires in 2017 were local.
- Sustaining our company and the region through the Mildred Lake Extension (MLX) project, which will maintain our current level of production, jobs, economic activity and community benefits when the North Mine reaches the end of its oil sands deposit in the mid-2020s. We completed our regulatory hearing in early 2019 for our application to develop the MLX project.
- Investing \$6 million annually in programs, projects and initiatives focused on areas including healthcare, education, job training, recreation and arts and culture. Organizations receiving funding include: the Northern Lights Regional Health Foundation, Wood Buffalo Food Bank, YMCA Northern Alberta, Wood Buffalo Regional Library, United Way, The Hub Family Resource Centre as well cultural events and minor sports.

- More than \$8.5 million in support of various Keyano College programs and projects since 2007, including the state-of-the-art Oil Sands Power and Process Engineering Lab, mobile heavy equipment operator simulator lab and the Syncrude Aboriginal Trades Preparation Program.
- Syncrude spent a record \$518 million with local Aboriginal businesses in 2018. Our total cumulative local spend now exceeds \$3.5 billion in the past 25 years.
- Good Neighbours program saw 258 Syncrude employees volunteer more than 13,000 hours with non-profit 93 organizations in 2018. As a result, Syncrude support totaled \$404,000 in volunteer, busing and matching education grants.
- Showcasing our region to tradespeople working on our major turnaround project in 2018 with transportation and passes to MacDonald Island Park on their days off.

Syncrude also has a comprehensive housing program to encourage and support new employees and their families to successfully transition into the region. It consists of a relocation program as well as a housing program. Syncrude also has an active student program that introduces them to the region with free housing and transportation for their work term.

It is important, however, to stress while we do not use FIFO in our day-to-day operations, camps remain a vital part of our business model. Most of Syncrude's camp usage continues to be for maintenance turnarounds and projects. Due to this importance, the bylaw needs to ensure these activities are unaffected through an appropriate exemption for "turnaround, exploration, maintenance periods and capital projects" as outlined in your motion.

Syncrude's only FIFO use is for employees within the region. Our rotational program with the community of Fort Chipewyan has been in place for more than 30 years. Commuting daily to these communities from our site is not an option. Because the motion bluntly targets camps, it creates more of the unnecessary uncertainty we referred to at the outset.

These camps represent a considerable investment made by industry and its partners. It is one many made in the past when the community's population was past capacity. These assets give the region flexibility and a buffer against the inevitable swings of a resource economy as well. They also played a critical role in the successful restart of our operation following the 2016 wildfire. Many of the camp facilities in the region, including the ones used by Syncrude, are either owned outright by Aboriginal businesses based in the region or are joint ventures with Aboriginal communities in the region. They provide quality service while also ensuring a meaningful local economic impact in jobs and purchasing to our communities in the region.

Even though we do not use FIFO for non-resident permanent employees and there have been indications that our use of camps may still be permitted, we are still very concerned about the direct and indirect effects this motion's moratorium and permit review aspects will have. For example, our employees working at Aurora mine already face a lengthy drive to their worksite from their homes in Fort McMurray. An increase in highway traffic and delays could make their commute untenable.

Practically speaking, an artificial restriction of overall camp space in the region will likely create inflationary cost pressures and less ability to efficiently manage camp needs during peak periods, especially during maintenance turnarounds. Although we strive to stagger our major maintenance turnaround with other operators, unplanned events cause overlap in use. In those cases, limited camp space will have a detrimental impact in restoring operations in a timely manner as we wouldn't be able to house the required workers.

Our entire industry is also facing uncertainty in global markets and export capacity, compounded by regulatory and legislative changes at the federal and provincial levels. Even if council's current proposal



will have little direct effect on Syncrude, the last thing industry needs is for the municipal government to add to existing uncertainty and operating costs by moving forward with an initiative that threatens to add restrictions to development approvals. It undermines existing investments made in our sector from which our community has benefitted greatly and sends the wrong message to anyone considering future investment in the RMWB.

We ask council to recognize the unintended consequences of pursuing measures like this far outweigh any benefits to the community or the industry that supports it in the short or long term. Instead, we encourage the municipality to continue working collaboratively with our oil sands partners to ensure the long-time success of both the community and industry.

Thank you for taking the time to consider our concerns on this important issue. Syncrude remains committed to this region. It is home to our employees and valued neighbours and we know working together is the most effective way to create a vibrant region. As always, we look forward to discussing this or any other matter you feel can help improve our community.

Sincerely,



Kara Flynn  
Vice President, Government and Public Affairs  
Syncrude

Cc: Hon. Sonya Savage, Minister, Energy  
Hon. Kaycee Madu, Minister, Municipal Affairs  
Tany Yao, MLA, Fort McMurray - Wood Buffalo  
Laila Goodridge, MLA, Fort McMurray - Lac La Biche  
Annette Antoniak, Chief Administrative Officer, RMWB