



Council Meeting

Jubilee Centre Council Chamber
9909 Franklin Avenue, Fort McMurray

Tuesday, November 12, 2013
6:00 p.m.

Agenda

Call To Order

Opening Prayer

Adoption of Agenda

Minutes of Previous Meetings

1. Minutes of September 10, 2013
2. Minutes of Organizational Meeting October 29, 2013

Delegations

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

Bylaws

3. Vehicle for Hire Bylaw Amendment – Bylaw No. 13/035
-1st, 2nd and 3rd readings

Delegations

4. Diane Shannon, Homeless Initiative Strategic Committee (HISC) re: Report Progress of the 10 Year Plan to End Homelessness 2010-2020.

(Proposed Motion: That the presentation from Diane Shannon be accepted as information.)

Presentations

5. Elsie Hutton, Chief Financial Officer re: 2014 Proposed Budget and Financial Plan

Business Arising from Presentations

6. 2014 Proposed Budget and Financial Plan

Public Hearings and Related Reports

7. Land Use Bylaw Amendment – Multi-use Community Centre - Conklin - Bylaw No. 13/031
 - Public Hearing
 - 2nd and 3rd readings
8. Land Use Bylaw Amendment – R5-MU District – Bylaw No. 13/034
 - Public Hearing
 - 2nd and 3rd readings

Reports

9. Request for Tax Forgiveness - Pacific Investments GP Ltd.
10. Community Identification Committee Recommendation – Morimoto Promenade
11. Community Identification Committee Recommendations - Abram's Land

Bylaws

12. Freedom of Information and Protection of Privacy Bylaw – Bylaw No. 13/015
- 1st reading
13. Land Use Bylaw Amendment for Multi-Family District – A Portion of Lot 2, Block 1, Plan 102 1640 (Parsons Creek) - Bylaw No. 13/040
- 1st reading (Proposed date for Public Hearing, 2nd and 3rd readings - November 26, 2013)
14. Land Use Bylaw Amendment for Health Care Facility – A Portion of Lot 2, Block 1, Plan 102 1640 (Parsons Creek) - Bylaw No. 13/041
- 1st reading (Proposed date for Public Hearing, 2nd and 3rd readings - November 26, 2013)
15. Council Committees Bylaw – Bylaw No. 13/038
16. Procedure Bylaw Amendment – Bylaw No. 13/039

Reporting - Boards and Committees

Adjournment

Unapproved Minutes of a Meeting of the Council of the Regional Municipality of Wood Buffalo held in the Council Chamber at the Municipal Offices in Fort McMurray, Alberta, on Tuesday, September 10, 2013, commencing at 6:00 p.m.

Present: M. Blake, Mayor
C. Burton, Councillor
L. Flett, Councillor
S. Germain, Councillor
P. Meagher, Councillor
J. Stroud, Councillor
C. Tatum, Councillor
R. Thomas, Councillor
A. Vinni, Councillor

Absent: D. Blair, Councillor
D. Kirschner, Councillor

Administration: G. Laubenstein, Chief Administrative Officer
A. Rogers, Senior Legislative Officer
J. Brown, Supervisor
R. Kendall, Legislative Coordinator

Call To Order

Mayor Blake called the meeting to order at 6:03 p.m.

Opening Prayer

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

Adoption of Agenda

Moved by Councillor P. Meagher that the agenda be amended to add "Bylaw No. 13/021 – Closure of Undeveloped Government Road Allowance – Proposed Conklin Multi-use Community Centre Site" as item number 4. b. under the Bylaws portion of the agenda, and that the agenda be adopted as amended."

CARRIED UNANIMOUSLY

Minutes of Previous Meetings

1. Minutes of August 27, 2013

Moved by Councillor R. Thomas that the minutes of the August 27, 2013 Council meeting be approved as presented.

CARRIED UNANIMOUSLY

Delegations**2. Nathan Petherick and Dennis Doherty, Pacific Investments & Development Ltd.**

Nathan Petherick, Brown and Associates Planning Group, and Dennis Doherty, Pacific Investments & Development Ltd., spoke with respect to their request for municipal tax relief for rural non-residential taxes levied in 2012/2013 against Plan 1025452 Lot 1 Block 1. Mr. Petherick also indicated that the need to resolve the issue surrounding the extension of the Urban Service Area boundary is paramount as they are seeing the financial implications of not being included within the boundary.

Moved by Councillor R. Thomas that the presentation from Pacific Investments & Development Ltd. be accepted as information and referred to Administration for response.

CARRIED UNANIMOUSLY

Other Delegations

Tyran Ault, resident, spoke in opposition to the Elected Official – Administration Communication Policy and indicated that citizens have expressed concern with respect to the perceived lack of transparency. Mr. Ault also indicated that he understood the principles as to why this was put forward, but suggested some reworking of the Policy before being approved.

Moved by Councillor P. Meagher that the presentation from Tyran Ault be accepted as information.

CARRIED UNANIMOUSLY

Jim Rogers, resident, spoke in opposition to the Elected Official – Administration Communication Policy. Mr. Rogers also spoke in opposition to the Fort Chipewyan Noise Bylaw and indicated that he had some concern as to how the bylaw is worded.

Moved by Councillor R. Thomas that the presentation from Jim Rogers be accepted as information.

CARRIED UNANIMOUSLY

Public Hearings and Related Reports**3. Land Use Bylaw Amendment (Saline Creek Plateau Phase I) - Bylaw No. 13/030**

Councillor S. Germain exited the Chamber at 6:58 p.m.

Moved by Councillor P. Meagher that the Public Hearing for Bylaw No. 13/030 be opened.

CARRIED UNANIMOUSLY

Councillor S. Germain returned to the Chamber at 7:01 p.m.

Tracey Tester, Planning and Development, gave a brief overview of the proposed bylaw and indicated that the proposed bylaw amendment is designed to minimize impact to Highway 69 in its present two-land state and allow development of the Plateau to begin.

Mike Walsh, Rotary Club, spoke in support of the proposed bylaw and indicated that the Rotary Club's objective is to deliver a golf course to the community and to help stabilize housing prices through development of a 200 acre residential subdivision around the golf course. It was indicated that the development of the Saline Creek Plateau is critical to this area.

Kim Jenkins, Keyano Land Trust Corporation, spoke in support of the proposed bylaw, however, indicated that there are concerns regarding Highway 69 not being twinned this year as there are financial implications to their project. Mr. Jenkins emphasized that it is critical to the development of residential lands in Saline Creek that Highway 69 be twinned, and without it, the project will be further delayed.

Further discussions ensued and it was indicated by the CAO that he is working with a Deputy Minister to hopefully find a mutually satisfactory solution to this issue.

Moved by Councillor P. Meagher that the Public Hearing for Bylaw No. 13/030 be closed.

CARRIED UNANIMOUSLY

The Public Hearing was held between 7:00 p.m. and 7:38 p.m.

Moved by Councillor J. Stroud that Bylaw No. 13/030, being an amendment to the Land Use Bylaw No. 99/059, be read a second time.

CARRIED UNANIMOUSLY

Moved by Councillor C. Tatum that Bylaw No. 13/030 be read a third and final time.

CARRIED UNANIMOUSLY

Recess

A break occurred between 7:45 p.m. and 8:04 p.m.

Bylaws

4. Fort Chipewyan Noise Bylaw No. 13/025

Moved by Councillor R. Thomas that Bylaw No. 13/025, being a Noise Bylaw for the Hamlet of Fort Chipewyan, be read a second time.

CARRIED UNANIMOUSLY

Moved by Councillor P. Meagher that Bylaw No. 13/025 be read a third and final time.

CARRIED UNANIMOUSLY

4.b Bylaw No. 13/021 - Closure of Undeveloped Government Road Allowance - Proposed Conklin Multi-use Community Centre Site

Moved by Councillor J. Stroud that Bylaw No. 13/021, being a bylaw to close an undeveloped government road allowance, be read a second time.

CARRIED UNANIMOUSLY

Moved by Councillor A. Vinni that Bylaw No. 13/021 be read a third and final time.

CARRIED UNANIMOUSLY

5. Land Use Bylaw Amendment – R5-MU District - Bylaw No. 13/034

Moved by Councillor P. Meagher that Bylaw No. 13/034, being an amendment to the Land Use Bylaw, be read a first time; and that the required public hearing be held on Tuesday, November 12, 2013.

CARRIED UNANIMOUSLY

Reports

6. Urban Service Area Boundary Amendment – Urban Development Sub-Region Alignment

Moved by Councillor R. Thomas that the Government of Alberta be requested to amend Order in Council 817/94 by changing the boundaries of the Urban Service Area (Ward 1) to align with the boundaries of the Urban Development Sub-Region.

CARRIED UNANIMOUSLY

7. 2013 and Prior Capital Budget Amendment – Revised Project

Councillor R. Thomas exited the Chamber at 8:38 p.m.

Moved by Councillor P. Meagher that the 2013 and Prior Capital Budget be revised as summarized on Attachment 1 (2013 and Prior Capital Budget Amendment – Revised Project), dated September 10, 2013; and that the cash flow of Capital Project be approved as summarized on Attachment 2 (2013 and Prior Capital Budget Amendment – Project Cash Flow Summary), dated September 10, 2013.

CARRIED UNANIMOUSLY

Councillor R. Thomas returned to the Chamber 8:41 p.m.

8. Elected Official – Administration Communication Policy

Moved by Councillor J. Stroud that Elected Official - Administration Communication Policy LEG-170, dated September 10, 2013, be approved.

CARRIED

For: M. Blake, C. Burton, L. Flett, S. Germain, P. Meagher, J. Stroud, R. Thomas, A. Vinni

Opposed: C. Tatum

Reporting - Boards and Committees

- United Way (Councillor P. Meagher)
- Northern Insights Speakers Series (Councillor C. Burton)
- Federation of Canadian Municipalities Subcommittee (Councillor A. Vinni)
- ALPAC Landscape Advisory Committee, Fort McMurray First Nation Treaty Days (Councillor J. Stroud)
- MacDonald Island Park Corporation (Councillor S. Germain)
- United Way, Oil Sands Trade Show (Mayor M. Blake)

Adjournment

Moved by Councillor P. Meagher that the meeting be adjourned.
CARRIED UNANIMOUSLY

The meeting adjourned at 9:00 pm.

Mayor

Chief Legislative Officer

Unapproved Minutes of an Organizational Meeting of the Council of the Regional Municipality of Wood Buffalo held in the Council Chamber at the Municipal Offices in Fort McMurray, Alberta, on Tuesday, October 29, 2013, commencing at 6:00 p.m.

Present:

M. Blake, Mayor
T. Ault, Councillor
G. Boutilier, Councillor
L. Bussieres, Councillor
C. Cardinal, Councillor
J. Chadi, Councillor
S. Germain, Councillor
K. McGrath, Councillor
P. Meagher, Councillor
J. Stroud, Councillor
A. Vinni, Councillor

Administration:

G. Laubenstein, Chief Administrative Officer
S. Kanzig, Chief Legislative Officer
A. Rogers, Senior Legislative Officer
J. Brown, Supervisor

Swearing-In of Council

Mayor and Council for the Regional Municipality of Wood Buffalo were sworn in at a ceremony held on Monday, October 28, 2013. Copies of the Oaths of Office are appended and shall form part of these Minutes.

Call To Order

The Mayor called the meeting to order at 6:10 p.m.

Adoption of Agenda

1. Adoption of October 29, 2013 Organizational Meeting Agenda

Moved by Councillor P. Meagher that the October 29, 2013 Organizational Meeting Agenda be adopted as presented.
CARRIED UNANIMOUSLY

Reports

2. Appointment of Deputy and Acting Mayor – 2013-2014

The following motion was brought forward by Councillor J. Stroud “that Council Members be appointed as Deputy and Acting Mayor in accordance with the following schedule: November 1, 2013 – January 31, 2014 Deputy Mayor Meagher; Acting Mayor Germain; February 1 – April 30, 2014 Deputy Mayor Chadi; Acting Mayor McGrath; May 1 – July 31, 2014 Deputy Mayor Vinni; Acting Mayor Ault; and August 1 – October 31, 2014 Deputy Mayor Stroud; Acting Mayor Bussieres.”

Discussion ensued regarding the possibility of appointing one member of Council as Deputy Mayor for the period November 1, 2013 – October 31, 2014.

Moved by Councillor S. Germain that Councillor Boutilier be appointed as Deputy Mayor for the period of November 1, 2013 to October 31, 2014.

DEFEATED

For: G. Boutilier, L. Bussieres , S.
Germain, K. McGrath

Opposed: M. Blake, T. Ault, J. Cardinal, J.
Chadi, P. Meagher, J. Stroud, A. Vinni

Councillor P. Meagher advised that he would be willing to give up his term (November 1, 2013 – January 31, 2013) as Deputy Mayor for Councillor G. Boutilier. Discussion ensued regarding revisiting the Deputy Mayor Roster Schedule prior to January 31, 2014.

Moved by Councillor P. Meagher that Councillor G. Boutilier be appointed as Deputy Mayor for the period November 1, 2013 – January 31, 2014; and that the appointment of Deputy Mayor be revisited prior to January 31, 2014.

CARRIED UNANIMOUSLY

Moved by Councillor J. Stroud that Council Members be appointed as Deputy and Acting Mayor in accordance with the following schedule: November 1, 2013 – January 31, 2014 – Deputy Mayor Boutilier; Acting Mayor Germain; February 1 – April 30, 2014 – Deputy Mayor Chadi; Acting Mayor McGrath; May 1 – July 31, 2014 – Deputy Mayor Vinni; Acting Mayor Ault; and August 1 – October 31, 2014 – Deputy Mayor Stroud; Acting Mayor Bussieres.

CARRIED UNANIMOUSLY

3. Council Committee Representation – 2013-2014

Moved by Councillor P. Meagher:

that Mayor Blake and Councillors Chadi, Germain, Stroud and Vinni be appointed to the Governance, Agenda and Priorities Standing Committee;

that Councillor Cardinal be appointed to represent Council on the Wood Buffalo Housing and Development Corporation;

that Council Members be appointed to represent Council on the following Council Committees: Communities in Bloom Committee – Councillors Ault and Bussieres; Community Identification Committee – Councillors McGrath and Vinni; Community Services Committee – Councillor Chadi; Regional Advisory Committee on Inclusion, Diversity and Equality – Councillor Cardinal; and Selection Committee – Mayor Blake and Councillors Bussieres, Chadi, Stroud and Vinni; and

that Council Members be appointed to represent Council on the following external committees: ALPAC Landscape Advisory

Committee – Councillor Chadi; Inter-City Forum on Social Policy – Councillor Stroud; Leadership Wood Buffalo – Councillor Ault; Senior Citizens' Liaison – Councillors Bussieres and Meagher; and Veterans Memorial Highway Association – Councillors Meagher and Stroud.

CARRIED UNANIMOUSLY

Moved by Councillor G. Boutilier that Councillor P. Meagher be appointed to the 2015 Western Canada Summer Games Board of Directors.

CARRIED UNANIMOUSLY

Moved by Councillor S. Germain that Administration be directed to bring forward the framework to establish the Transportation, Audit and Budget, Rural Development, and Public Engagement and Communication Standing Committees.

CARRIED UNANIMOUSLY

Councillor G. Boutilier proposed that Administration amend the governing documents for the Regional Recreation Corporation to allow for the appointment of two Council representatives to the Board of Directors. Conversations occurred and it was noted that there is an understanding that one Councillor would be an urban representative and the other would be a rural representative.

Moved by Councillor G. Boutilier that the governing documents for the Regional Recreation Corporation be amended to provide for the appointment of two Councillors to the Board of Directors.

CARRIED UNANIMOUSLY

Moved by Councillor J. Chadi that Administration research the possibility of having Council representatives on the Board of Directors for the Fort McMurray Airport Authority.

CARRIED UNANIMOUSLY

4. Council Schedule – 2013-2014

Moved by Councillor K. McGrath:

that regular Council meetings be held at 6:00 p.m. on the second and fourth Tuesday of each month in the Jubilee Centre Council Chamber, with the exception of Tuesday, November 11, 2014; and that Council meetings conclude at 10:00 p.m., unless a resolution is passed to extend the meeting;

that 2014 Community Engagement Initiatives be held in Conklin, Fort Chipewyan and Saprae Creek, at a date to be determined in consultation with community leaders; and

that a Summer Recess be held from July 9, 2014 – August 24, 2014, and a Holiday Recess be held from December 10, 2014 – January 11, 2015.

CARRIED UNANIMOUSLY

Adjournment

Moved by Councillor T. Ault that the meeting be adjourned.
CARRIED UNANIMOUSLY

The meeting adjourned at 7:10 p.m.

Mayor

Chief Legislative Officer

Subject: Vehicle for Hire Bylaw Amendment – Bylaw No. 13/035**APPROVALS:**

Bob Couture, Director
Brian Makey, Chief Operating Officer
Glen Laubenstein, Chief Administrative Officer

Administrative Recommendations:

1. THAT Bylaw No. 13/035, being an amendment to the Vehicle for Hire Bylaw No. 13/001, be read a first time.
2. THAT Bylaw No. 13/035 be read a second time.
3. THAT Bylaw No. 13/035 be considered for third reading.
4. THAT Bylaw No. 13/035 be read a third and final time.

Summary:

In order to keep current with industry standards, after being brought to the attention of the Chief Taxi Inspector, and also vetted through the Taxi Advisory Committee, it was agreed that the rates within Bylaw No. 13/001 were not in line with the needs of the vehicle for hire industry.

Background:

Resulting from a need to establish a strong, safe and vibrant livery service within the municipality, Council directed staff to investigate and create a new Vehicle for Hire Bylaw. This process included Council's direction, meeting with consultants, and reports by Administration, which ultimately resulted in the development of Bylaw No.13/001. This bylaw would be the basis for a living document and was implemented on October 1, 2013.

Though met with some discussion from both the public and the industry stakeholders, there was never an indication that the rates as defined in Bylaw No. 13/001 were of concern. The rates approved in Bylaw No. 13/001 mirrored the existing rates of the previous bylaw, which again had not been deemed unreasonable by the industry. The Municipality, through the Chief Taxi Inspector, inspected all meters in use and had them adjusted to meet the rates set in Bylaw No. 13/001. At this time it became apparent that the rates being used by the industry were much higher than the rates approved in both the previous bylaw and in the current bylaw.

Consultation has taken place with industry owners/drivers and a cross section of representatives of the public and other stakeholders. The result of this engagement is the recommendation to amend the taxi meter rate.

Rationale for Recommendations:

After analyzing the set meter rates of comparable cities (Attachment 2) and speaking with stakeholders in the vehicle for hire industry within the region, it was concluded that the meter rates were below the industry standard. The data used compared eight cities across Canada with populations equal to, or greater than, the total population of the municipality, including the estimated shadow population.

There was engagement with the industry and public through the Taxi Advisory Committee, where the consensus was that the cost of living, though not officially indexed, was higher than most cities of comparable size. The Taxi Advisory Committee unanimously agreed the rate required to sustain a healthy vehicle for hire service, is the rate as recommended.

This issue is time sensitive and it is recommended to be dealt with in one sitting due to the fact that Industry is currently operating at a reduced rate (meter rate) due to the enactment of the bylaw Oct. 1, 2013.

Attachments:

1. Bylaw No. 13/035
2. Comparison Index

BYLAW NO. 13/035

**BEING A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO
AMEND VEHICLE FOR HIRE BYLAW NO. 13/001**

WHEREAS it is deemed to be in the public interest to amend Bylaw No. 13/001 to adjust certain fees, rates, fares, tariffs or charges provided for therein;

NOW THEREFORE the Regional Municipality of Wood Buffalo in council assembled enacts as follows:

1. Bylaw No. 13/001 is amended:
 - (a) by re-numbering Section 3 as subsection 3(a) and adding the following as a new subsection in Section 3:

“(b) The fares, rates, charges and surcharges that may be charged for the services provided by means of a Vehicle for Hire are as set out in Schedule B to this Bylaw.”
 - (b) by repealing subsection 7(m); and
 - (c) by deleting Schedule B and replacing it with the Schedule B entitled “Vehicle for Hire Fares, Rates and Charges” that is attached to and forms part of this Bylaw.
2. This bylaw comes into effect on the date that it is passed.

READ a first time this _____ day of _____, A.D 2013. READ

a second time this _____ day of _____, A.D. 2013.

READ a third and final time this _____ day of _____, A.D. 2013.

SIGNED and PASSED this _____ day of _____, A.D. 2013.

Mayor

Chief Legislative Officer

VEHICLE FOR HIRE FARES

1. Except where sections 3, 5, 6 or 7 of this Schedule B apply, the rates that must be charged by a Taxi and by an Accessible Taxi, including GST, shall be:
 - (a) when the vehicle is in motion, a charge of \$3.80 for the first 52 meters plus \$0.10 for each 52 meters thereafter;
 - (b) \$0.60 per minute of waiting time.
2. Except where section 4 of this Schedule B apply, the rate that must be charged by a Limousine, including GST, shall be:
 - (a) A minimum charge of \$45.00 for the first hour; and
 - (b) \$35.00 for each hour thereafter.
3.
 - (a) Notwithstanding section 1 of this Schedule B, a set fare may be charged where a Taxi or Accessible Taxi is travelling between a location in the Rural Service Area and a location in the Urban Service Area, or between a location in Rural Service Area and the Fort McMurray Airport, in accordance with this section 3.
 - (b) The set fare is determined by the zone in which the applicable trip commences or ends in the Rural Service Area, in accordance with the Zoned Fare Map at Appendix "1" of this Schedule B;
 - (c) The set fare for each of the zones, for a trip between a location in that zone and a location in the Urban Service Area or the Fort McMurray Airport shall be:
 - (i) for a trip commencing or ending in the Rural Service Area Zone A, the set fare shall be \$36.00;
 - (ii) for a trip commencing or ending in the Rural Service Area Zone B, the set fare shall be \$119.00;
 - (iii) for a trip commencing or ending in the Rural Service Area Zone C, the set fare shall be \$179.00;
 - (iv) for a trip commencing or ending in the Rural Service Area Zone D, the set fare shall be \$226.00;
 - (v) for a trip commencing or ending in the Rural Service Area Zone E, the set fare shall be \$289.00;

4.
 - (a) Notwithstanding section 2 of this Schedule B, a set fare may be applied instead of the charges set out in section 2 of this Schedule B where a Limousine is travelling between a location in the Rural Service Area and a location in the Urban Service Area, or between a location in the Rural Service Area and the Fort McMurray Airport, in accordance with this section 4.
 - (b) The set fare is prescribed by the zone in which the applicable trip commences or ends in the Rural Service Area, in accordance with the Zoned Fare Map at Appendix “1” of this Schedule B;
 - (c) The set fare for each of the zones, for a trip between a location in that zone and a location in the Urban Service Area or the Fort McMurray Airport shall be:
 - (i) for a trip commencing or ending in the Rural Service Area Zone A, the set fare shall be \$45.00;
 - (ii) for a trip commencing or ending in the Rural Service Area Zone B, the set fare shall be \$137.00;
 - (iii) for a trip commencing or ending in the Rural Service Area Zone C, the set fare shall be \$206.00;
 - (iv) for a trip commencing or ending in the Rural Service Area Zone D, the set fare shall be \$260.00;
 - (v) for a trip commencing or ending in the Rural Service Area Zone E, the set fare shall be \$332.00;
5.
 - (a) Notwithstanding section 1 of this Schedule B, and excluding any trip governed by the provisions of 6 and 7 of this Schedule B, a set fare may be applied where a Taxi or Accessible Taxi Operates exclusively in the Rural Service Area, in accordance with this section 5.
 - (b) For a trip with travel in or through more than one zone, the fare charged shall be equal to the combined cost of the set fares applicable in each of the zones in which the trip takes place, which includes:
 - (i) the zone in which the trip originates;
 - (ii) each of the other zone(s), each time travelled in or through; and
 - (iii) where the trip ends, each as applicable.

The zones are established in the Zoned Fare Map at Appendix “2” of this Schedule B;

- (c) The set fare for each of the zones in the Rural Service Area shall be:

- (i) in Anzac Zone AZ, \$30.00;
 - (ii) in Conklin Zone CK, \$30.00;
 - (iii) in the Rural Service Area Zone A, \$32.00;
 - (iv) in the Rural Service Area Zone B, \$83.00;
 - (v) in the Rural Service Area Zone C, \$60.00;
 - (vi) in the Rural Service Area Zone D, \$47.00;
 - (vii) in the Rural Service Area Zone E, \$63.00;
6. (a) Notwithstanding section 1 of this Schedule B, a set fare may be applied instead of the charges set out in section 1 of this Schedule B where a Taxi or Accessible Taxi that Operates exclusively in the Rural Service Area is travelling only in and between locations within the boundaries of the Hamlet of Anzac, or only in and between locations within the boundaries of the Hamlet of Conklin, in accordance with this section 6.
- (b) For a trip within a single zone, the set fare applicable to that zone shall be charged.
- (c) For a trip with travel in or through more than one zone, the fare charged shall be equal to the combined cost of the set fares applicable in each of the zones in which the trip takes place, which includes:
- (i) the flag cost;
 - (ii) the zone in which the trip originates;
 - (iii) each of the other zone(s), each time travelled in or through; and
 - (iv) the zone where the trip ends, each as applicable.
- (d) The zones applicable to trips originating and ending within the boundaries of the Hamlets of Anzac or Conklin are established in the Map of Flat Rate Fare Zones at Appendices “3” and “5” respectively of this Schedule B;
- (e) The set fare for each of the zones in the Hamlet of Anzac shall be:
- (i) in Zone AZ-1, \$5.00;
 - (ii) in Zone AZ-2, \$7.00;
 - (iii) in Zone AZ-3, \$9.00;

- (f) The set fare for each of the zones in the Hamlet of Conklin shall be:
 - (i) in Zone CK-1, \$8.00;
 - (ii) in Zone CK-2, \$10.00;
 - (iii) in Zone CK-3, \$15.00;
- 7. (a) Notwithstanding section 1 of this Schedule B, a set fare may be applied instead of the charges set out in section 1 of this Schedule B where a Taxi or Accessible Taxi that Operates exclusively in the Rural Service Area is travelling only in and between locations within the boundaries of the Hamlet of Fort Chipewyan, in accordance with this section 7.
- (b) For a trip within a single zone, the set fare applicable to that zone shall be charged.
- (c) For a trip with travel in or through more than one zone, the fare charged shall be equal to the combined cost of the set fares applicable in each of the zones in which the trip takes place, which includes:
 - (i) the flag cost;
 - (ii) the zone in which the trip originates;
 - (iii) each of the other zone(s), each time travelled in or through; and
 - (iv) the zone where the trip ends, each as applicable.
- (d) The zones applicable to trips originating and ending within the boundaries of the Hamlet of Fort Chipewyan are established in the Zoned Fare Map at Appendix "4" of this Schedule B;
- (e) The set fare for each of the zones in the Hamlet of Fort Chipewyan shall be:
 - (i) in Zone FC-1, \$5.00;
 - (ii) in Zone FC-2, \$7.00;
 - (iii) in Zone FC-3, \$15.00;
 - (iv) in Zone FC-4, \$22.00.
- 8. (a) In addition to any other fare, rate or charge prescribed in this Schedule B, the Driver of a Vehicle for Hire that is a Van may add a surcharge of \$6.00 to the meter rate or flat rate, as applicable, where:

- (i) the passenger has requested a Van in advance from a dispatcher; or
 - (ii) the passenger has by-passed available Taxis in a taxi stand queue in order to secure a Van, a surcharge of \$6.00 may be added.
- (b) In addition to any other fare, rate or charge prescribed in this Schedule B the Driver of a Vehicle for Hire may add a surcharge of \$75 where, due to the actions of a passenger, a clean up of the Vehicle for Hire is required.
9. The Chief Taxi Inspector will conduct a mandatory review of taxi rates no more than once in each twelve (12) month period. This review may determine an appropriate recommendation to Council. This recommendation will be in accordance with the following formulas, each as applicable:
- (a) for the sections 1 and 2 for this Schedule B,

Table B1: Series for Elements of a Cost Index							
Full Name of Series:	Consumer price index, 2005 basket; Alberta; Gasoline (2002=100)	Consumer price index, 2005 basket; Alberta; Passenger vehicle parts, maintenance and repairs (2002=100)	Consumer price index, 2005 basket; Alberta; Passenger vehicle insurance premiums (2002=100)	Consumer price index, 2005 basket; Alberta; Communications (2002=100)	Consumer price index, 2005 basket; Alberta; Purchase of passenger vehicles (2002=100)	Consumer price index, 2005 basket; Calgary, Alberta [48825]; All-items (2002=100)	LFS estimates wages of employees Alberta; Average hourly wage rate; Full-time employees; Sales and service occupations;
CANSIM Series and Table:	v41692401 -Table 326-0020:	v41692402 -Table 326-0020:	v41692404 -Table 326-0020:	v41692374 -Table 326-0020:	v41692399 -Table 326-0020:	v41692924 -Table 326-0020:	v2570757 -Table 282-0069:
Short Name For This Appendix:	GAS	REPAIR	INSURANCE	CELL	AUTO	CPI	WAGE

For any year “t”, the formula for the TCI (Taxi Consumer Index) is:

$$TCI_t = 9.2 \times CPI_t - CPI_{2008} + 4.7 \times INSURANCE_t - INSURANCE_{2008} + 17.7 \times GAS_t - GAS_{2008} + 4.7 \times REPAIR_t - REPAIR_{2008} + 2.0 \times AUTO_t - AUTO_{2008} + 59.8 \times WAGE_t - WAGE_{2008} + 1.8 \times CELLPHONE_t - CELLPHONE_{2008}$$

To calculate a percentage change between year 1 and year 2, use % Change = $(TCI_2 \div TCI_1 - 1) \times 100$

(b) for sections 3, 5, 6 and 7 of this Schedule B:

$$FlatRate_z = FlagCost + \sum_{i=A}^z MeterRate \times \text{Average Distance of Route Segments}$$

Zone	A	B	C	D	E	F
	Meter Rate each 52 m	Average route Distance in zone (m)	Meter Rate Units	Cost of Zone (\$)	Cumulative Zone Cost (\$)	Total Cost
	As Set	As Measured	C= B/52m	D = A*C	E = Sum of A for this and all zones crossed	F = Flag Cost + E
A	0.1	16,812	323.3076	32.33	32.33	36.13
B	0.1	43,170	830.19	83.02	115.35	119.15
C	0.1	30,994	596.04	59.6	174.95	178.75
D	0.1	24,624	473.54	47.35	222.3	226.1
E	0.1	32,654	627.96	62.8	285.1	288.9

Where the Flag Cost is the cost for the first 52 meters and Meter Rate is the cost per each 52 meters thereafter.

(c) for section 4 of this Schedule B:

Zone	F	G	H
	Total Cost for Taxis	Limousine Premium	Limousine Zone Cost
A	FA	GA=FA*0.15	HA=FA+GA
B	FB	GB=FB *0.15	HB=FB+GB
C	FC	GC = FC *0.15	HC = FC + GC
D	FD	GD=FD *0.15	HD=FD+GD
E	FE	GE=FE*0.15	HE=FE+GE

(d) for section 5 of this Schedule B:

Zone	A	B	C	D	E	F
	Meter Rate each 52 m	Average route Distance in zone (m)	Meter Rate Units	Cost Of Zone (\$)	Cumulative Zone Cost (\$)	Total Cost (\$)
	As Set	As Measured	C= B/52m	D = A*C	E= Sum of A for this and all zones crossed	F = Flag Cost + E
A	0.1	16,812	323.3076	32.33	32.33	36.13
B	0.1	43,170	830.19	83.02	115.35	119.15
C	0.1	30,994	596.04	59.6	174.95	178.75
D	0.1	24,624	473.54	47.35	222.3	226.1
E	0.1	32,654	627.96	62.8	285.1	288.9

(e) for section 6 of this Schedule B:

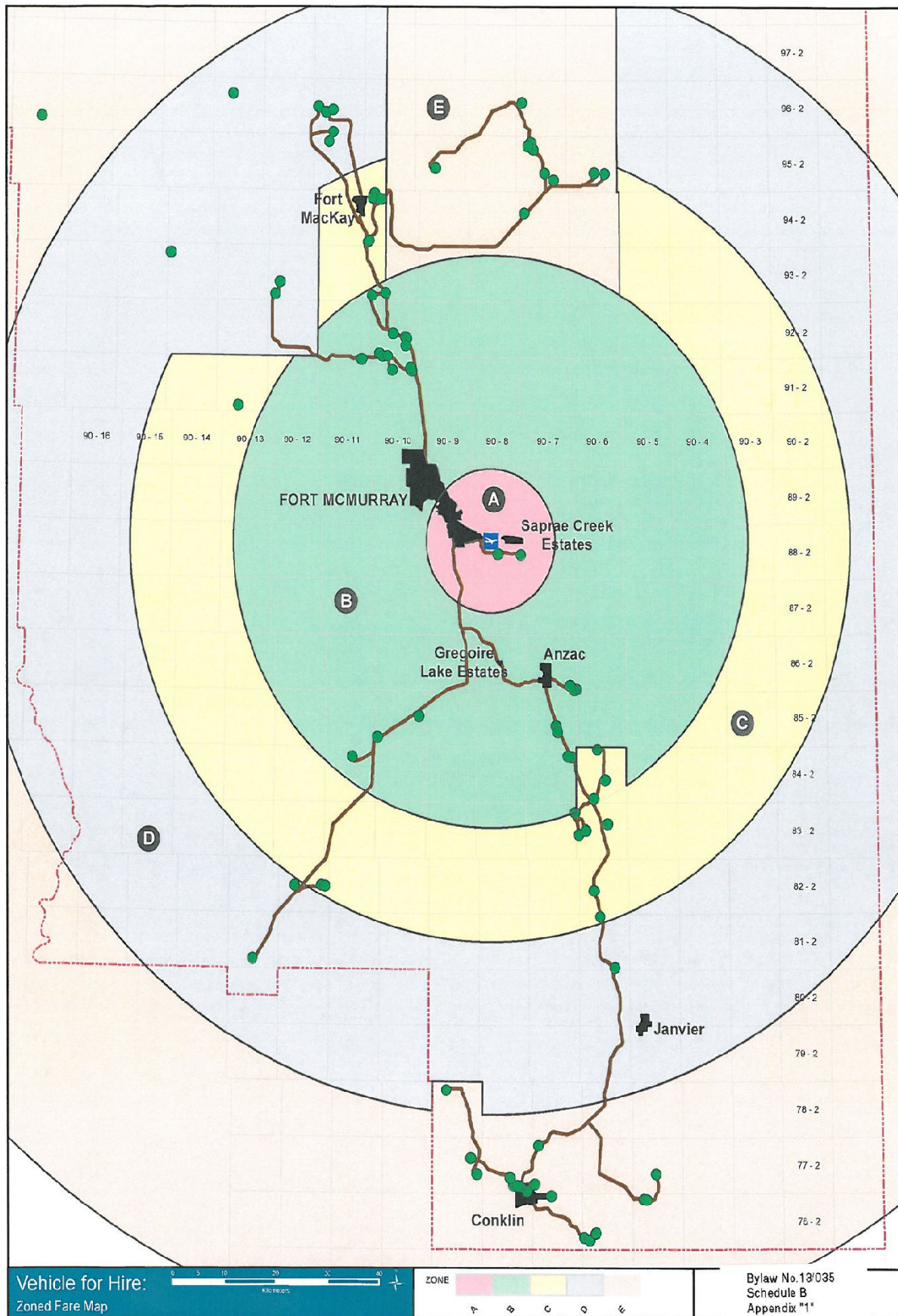
Zone	A	B	C	D	E	F
	Meter Rate each 52 m	Average route Distance in zone (m)	Meter Rate Units	Cost of Zone (\$)	Cumulative Zone Cost (\$)	Total Cost (\$)
	As Set	As Measured	$C = B/52$	$D = A * C$	E= Sum of A for this and all zones crossed	F = Flag Cost + E
AZ-1	0.1	849	16.3269	1.63	1.63	5.43
AZ-2	0.1	859	16.5192	1.65	3.28	7.1
AZ-3	0.1	1223	23.5192	2.35	5.63	9.43

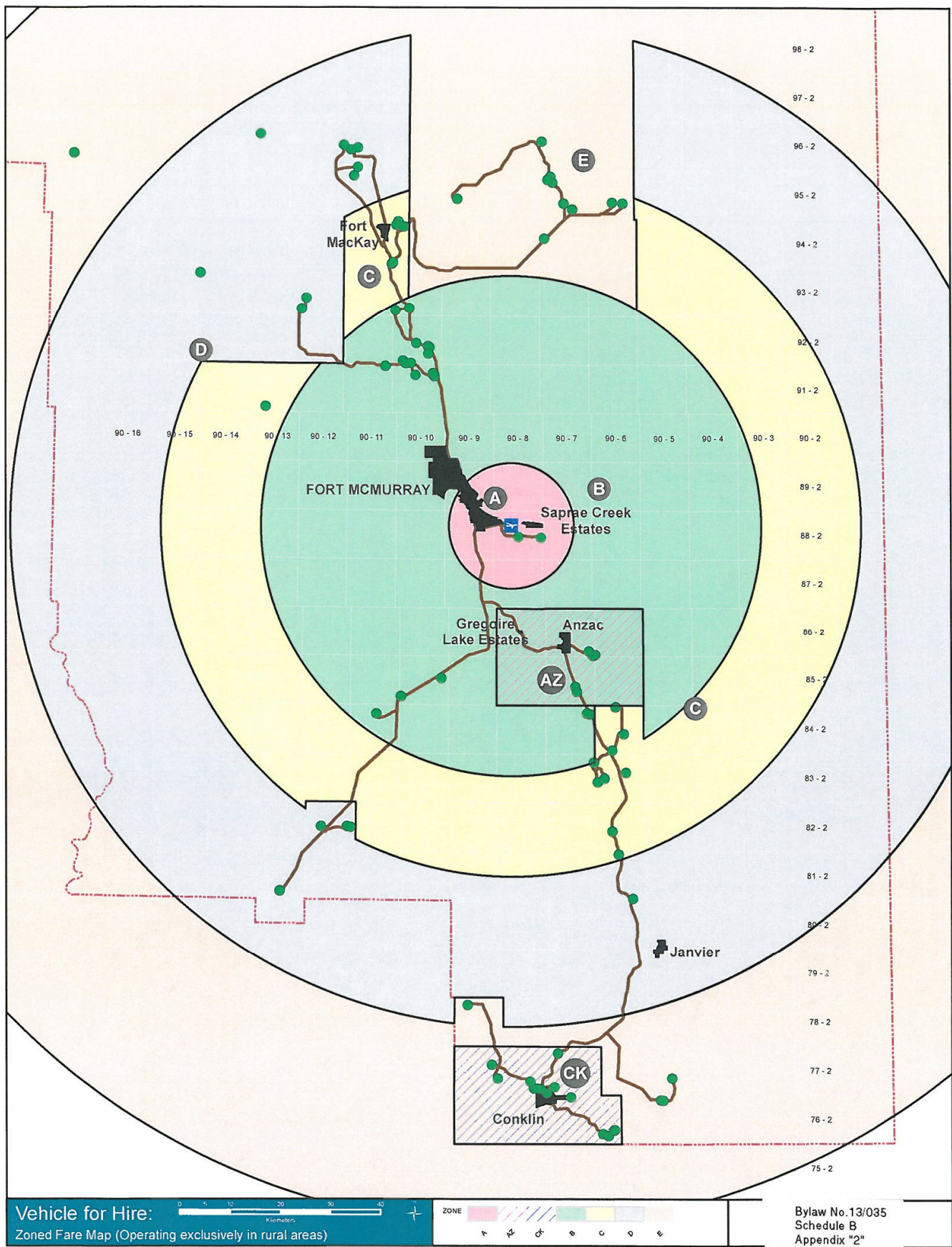
Zone	A	B	C	D	E	F
	Meter Rate each 52 m	Average route Distance in zone (m)	Meter Rate Units	Cost of Zone (\$)	Cumulative Zone Cost (\$)	Total Cost (\$)
	As Set	As Measured	$C = B/52$	$D = A * C$	E= Sum of A for this and all zones crossed	F = Flag Cost + E
CK-1	0.1	2091	40.2115	4.02	4.02	7.82
CK-2	0.1	967	18.5962	1.86	5.88	9.68
CK-3	0.1	2568	49.3846	4.94	10.82	14.62

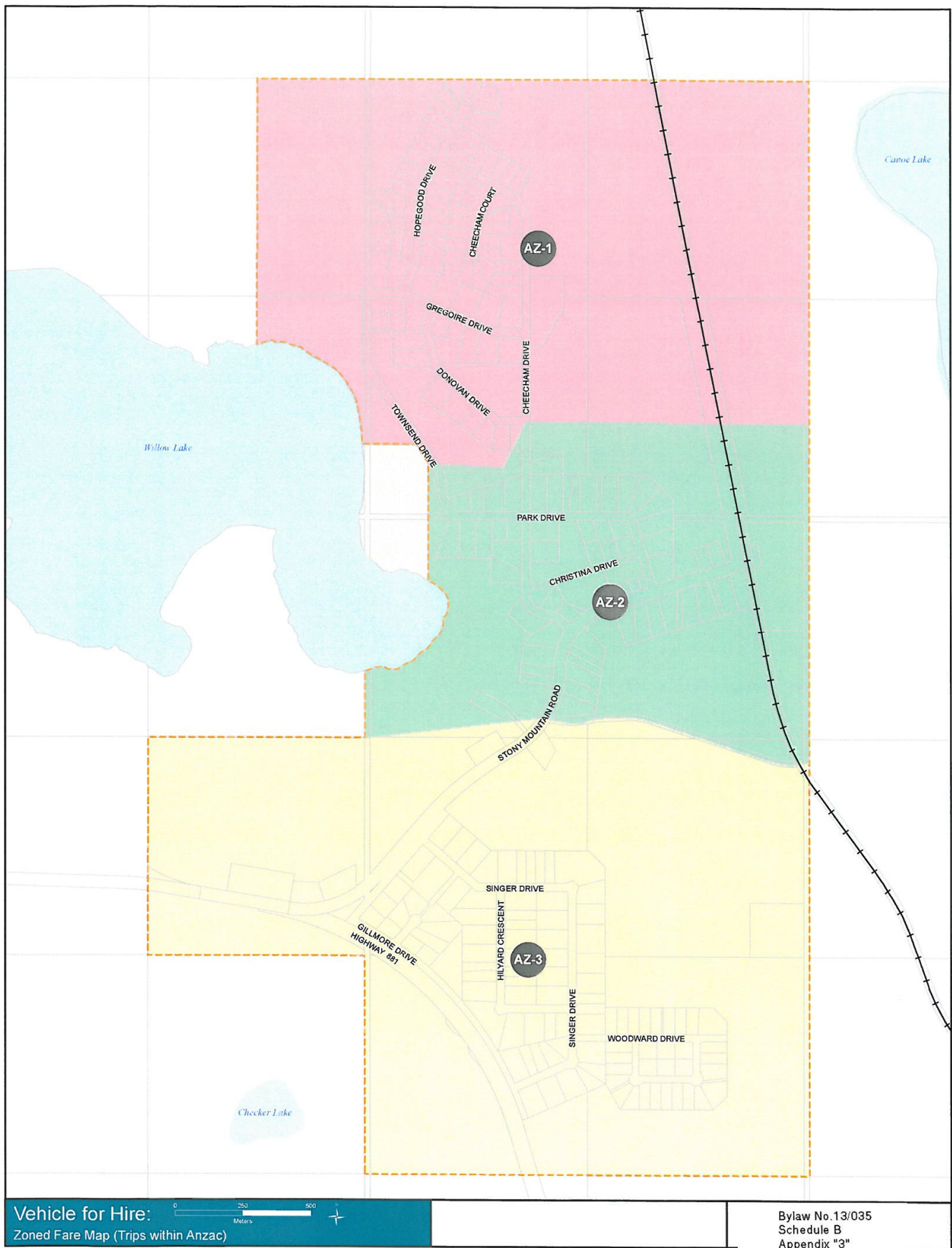
(f) for section 7 of this Schedule B:

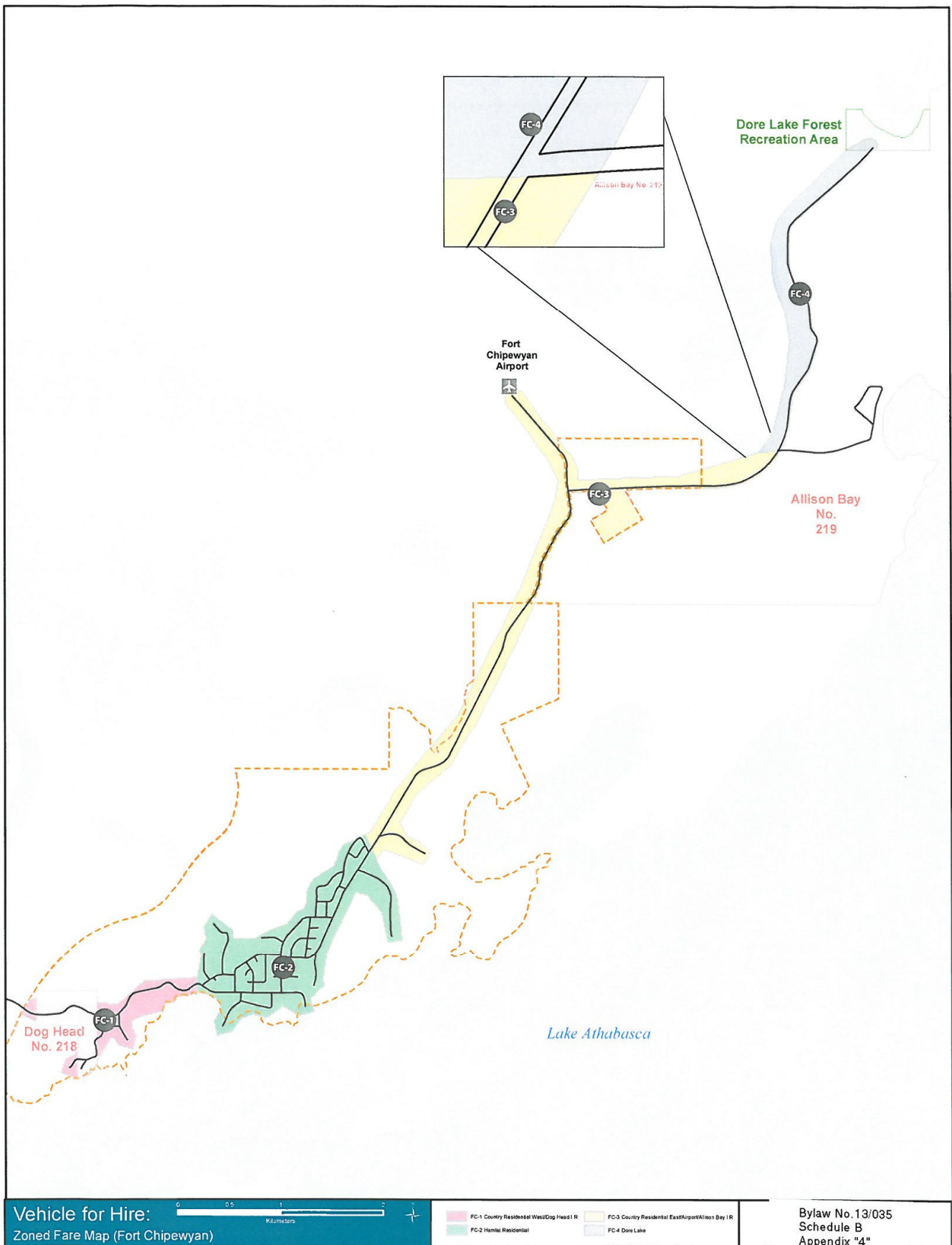
Zone	A	B	C	D	E	F
	Meter Rate each 52 m	Average route Distance in zone (m)	Meter Rate Units	Cost of Zone (\$)	Cumulative Zone Cost (\$)	Total Cumulative Cost (\$)
	As Set	As Measured	$C = B/52$	$D = A * C$	E= Sum of A for this and all zones crossed	F = Flag Cost + E
FC-1	0.1	873.26	16.7934	1.38	1.68	5.48
FC-2	0.1	994.26	19.1204	1.91	3.59	7.39
FC-3	0.1	3913.59	75.2613	7.53	11.12	14.92
FC-4	0.1	3483.83	66.9967	6.7	17.82	21.62

10. All rates recommended by the Chief Taxi Inspector in accordance with sections 9(b), 9(c), 9(d), 9(e) and 9(f) of this Schedule B shall be rounded off to the nearest multiple of \$1.00.



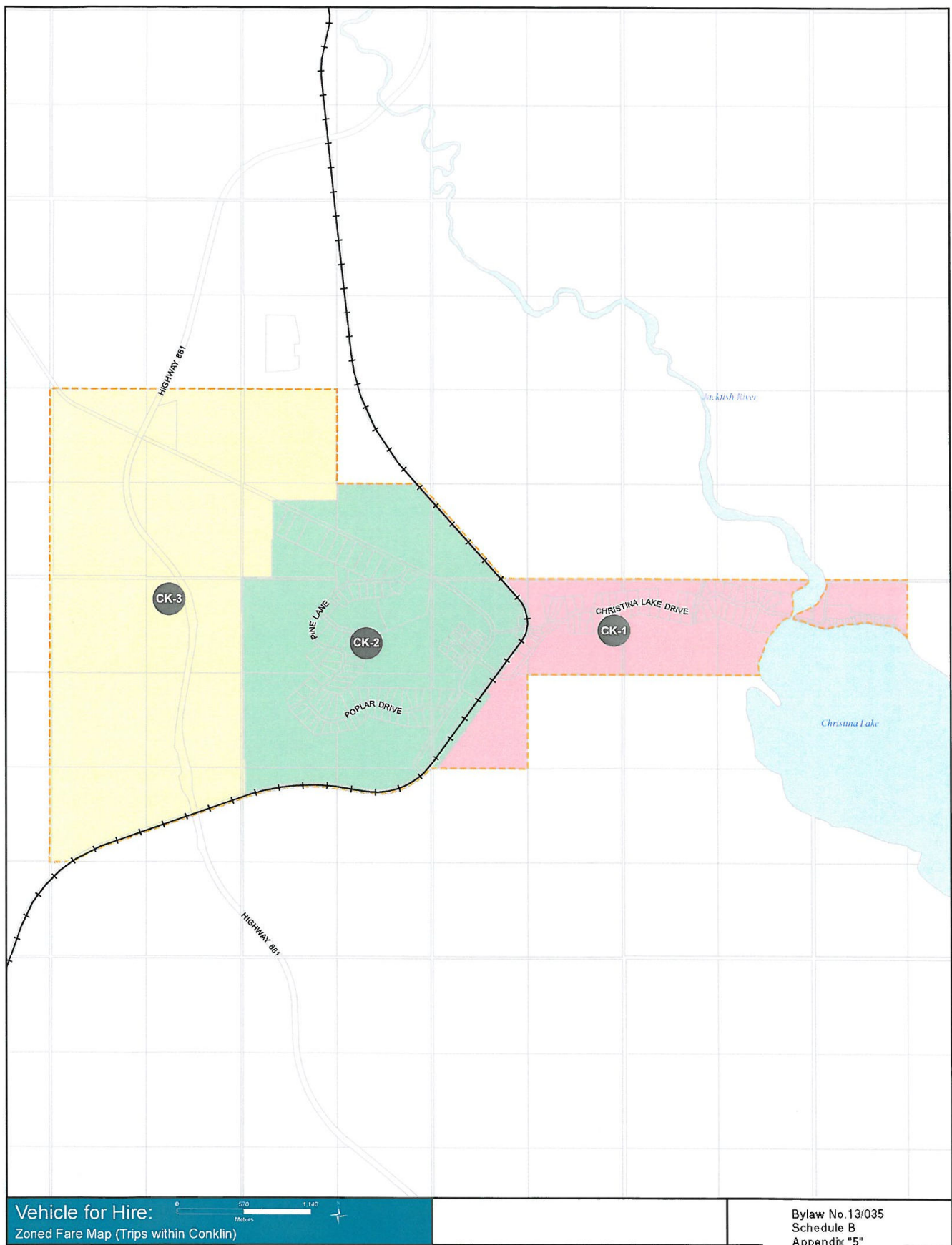






Vehicle for Hire:
Zoned Fare Map (Fort Chipewyan)

Bylaw No.13/035
Schedule B
Appendix "4"



COMPARISON INDEX

CURRENT RATES					
City	Start	Per KM	Waiting Time	10 KM Fare	Percent (+ or -)
Fort McMurray	\$3.80	\$1.47	\$36.00	\$18.41	
Edmonton	\$3.60	\$1.48	\$30.00	\$18.30	-0.11
Calgary	\$3.50	\$1.55	\$31.30	\$18.75	0.34
Vancouver	\$3.20	\$1.84	\$32.86	\$21.40	2.99
Victoria	\$3.25	\$1.88	\$40.48	\$21.95	3.54
Regina	\$3.80	\$1.67	\$33.00	\$20.50	2.09
Winnipeg	\$3.50	\$1.38	\$27.30	\$17.20	-1.21
Toronto	\$4.25	\$1.77	\$31.00	\$21.85	3.44
Montreal	\$3.50	\$1.70	\$37.80	\$20.40	1.99
Windsor	\$3.50	\$1.45	\$25.00	\$18.00	-0.41

PROPOSED RATE				
City	Start	Per KM	Waiting Time	10 KM Fare
Fort McMurray	\$3.80	\$1.93	\$36.00	\$22.99

COMPARABLE HIGH MEDIAN TAXI RATES IN CANADA				
City	Start	Per KM	Waiting Time	10 KM Fare
Barrie	\$3.25	\$2.50	\$30.00	\$28.00
Kitchener	\$3.50	\$2.10	\$31.20	\$24.50
Mississauga	\$3.88	\$2.00	\$30.00	\$23.88
Kelowna	\$2.15	\$2.05	\$37.86	\$22.65



REGIONAL MUNICIPALITY
OF **WOOD BUFFALO**

Council Meeting Presentation Request

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

Presentation Information	
Preferred Date of Presentation	March 26, 2013
Name of Presenter(s)	Diane Shannon
Organization Represented	Homeless Initiative Strategic Committee (HISC)
Topic	A report on the progress of the 10 Year Plan to End Homelessness 2010-2020 Heading Home: The Right Thing to Do
Please List Specific Points/Concerns	<p>The Plan contains 5 goals:</p> <ul style="list-style-type: none">- Education – to build support to end homelessness using the Housing First approach- Change Management –to successfully transition local systems to Housing First model- - Prevention – develop a service system to prevent further homelessness- - Re-Housing – rapidly re-house individuals who become homeless- - Provision of Supports – provide supports for housing stability <p>Now into the third year of the plan, the HISC committee has partnered with the Social Planning unit of RMWB to undertake a review of the community outcomes and progress toward achieving the goals set out in the plan. This exercise has identified areas of success as well as those where we can benefit from our experience to date and adapt to strengthen our future work</p>
Action Being Requested of Council	Accept as information



A Progress Report on Wood Buffalo's
10 Year Plan to End Homelessness

The First Three Years of Housing First

2010 - 2013





Content

3	FOREWORD
4	EXECUTIVE SUMMARY
6	INTRODUCTION
8	SNAPSHOT OF KEY ACCOMPLISHMENTS 2010 to 2013
10	KEY FINDINGS: SUMMARY
11	GOAL 1 EDUCATION
12	GOAL 2 CHANGE MANAGEMENT
14	GOAL 3 PREVENTION
16	GOAL 4 RE-HOUSING
17	GOAL 5 PROVISION OF SUPPORTS
18	RECOMMENDATIONS
18	CONCLUSION
19	GLOSSARY



ACRONYMS

Note that a glossary is included at the end of this report.

CBO:	Community-Based Organization
CHAT:	Community Housing Agencies Team
CMHC:	Canadian Mortgage and Housing Corporation
CPH:	Community Plan on Homelessness
ETO:	Efforts To Outcomes
FOIP:	Freedom of Information and Protection of Privacy Act
HISC:	Homeless Initiative Strategic Committee
NIMBY:	Not In My Backyard
SPDAT:	Service Prioritization Data Assessment Tool
SROI:	Social Return on Investment
STHT:	Supportive Transitional Housing Team



Foreword

It has been three years since the launch of *Heading Home: The Right Thing to Do - 10 Year Plan to End Homelessness 2010-2020*. This report documents the progress achieved in implementing the goals and actions prescribed in the plan and demonstrates how our community has progressed toward ending homelessness through commitment, investment and collective action.

We are pleased to announce that the tide is turning on homelessness in Wood Buffalo, as is clear from the progress made in the last three years, including:

- o Using education and awareness as a tool to successfully engage stakeholders from the public, private and social profit sectors in the implementation of Heading Home.
- o Developing closer collaboration and integration amongst homeless service providers to facilitate implementation of the Housing First strategy.
- o Streamlining the homeless serving system to enable 549 individuals to make a quick transition from homelessness to permanent housing and supportive services.

We are grateful to those who continue to support efforts towards building a society where everyone has a safe place to call home. We are proud of the service providers who continue to reach out to our most vulnerable citizens. Special congratulations is reserved for the 549 individuals who, in the last three years, successfully navigated the homeless service system and made the transition from homelessness to permanent housing.

Our community is resolute in its commitment to end homelessness. We look forward to seeing our collective efforts reflected in better outcomes for those who are experiencing or are at risk of homelessness. Let us move forward together on the ambitious goals set in 2010 and bring Wood Buffalo closer to realizing its collective vision of ending homelessness by 2020.



Diane Shannon
Chair, Homeless Initiative Strategic Committee



Executive Summary

Homelessness is one of Canada's most serious social issues as it affects communities across the country, and The Regional Municipality of Wood Buffalo is no exception. It is an issue that is made more significant by Wood Buffalo's global attraction, because people with diverse and varied needs as demonstrated in the *2012 Housing Needs Count*, come to the region seeking economic prosperity. Addressing these varied needs is one of the greatest challenges in ending homelessness in Wood Buffalo as it requires a specialized approach to policy and service provision in Urban Service Area (Fort McMurray), and Rural Service Area.

The Municipality has made a commitment to respond to the needs of people experiencing homelessness, and those at risk of homelessness, by supporting services, strengthening partnerships with service providers, and building strong and inclusive communities. The Municipality has a long history of addressing homelessness including the provision and promotion of affordable and social housing, as well as administering support for homeless service providers.

In March 2010, Council demonstrated its specific commitment to homelessness by endorsing *Heading Home: The Right Thing To Do – 10 Year Plan To End Homelessness 2010-2020*. This Plan identified a significant change in policy direction from managing individual homelessness to ending homelessness. Housing First, the core strategy of the Plan, links people to permanent housing and support services in an effort to retain permanent housing and in recognition of the complex needs of the target group. This strategy makes accessing long term housing as simple as possible by minimizing barriers.

The critical goals for a successful Housing First strategy in Wood Buffalo, as articulated in the Plan, are: education, change management, prevention, rapid re-housing, and provision of supports. The following progress report details the Municipality's response to these central themes, and chronicles the difference made in the lives of the people who are homeless in the three years following Council's endorsement of *Heading Home: The Right Thing To Do*. Research for this report was comprehensive including a review of relevant documentation and interviews with multiple stakeholders.

The major findings indicate that while there are challenges in implementing a plan of this magnitude, progress has been made towards attaining the specific goals of the Housing First strategy including:

Goal 1 - Education: To initiate change for lasting social impact, the Homeless Initiatives Strategic Committee chose to increase community awareness of the problem of homelessness. This involved increasing information about the extent of homelessness as well as the community's motivation to permanently solve it. **This goal was successfully accomplished** as service providers and property managers are currently contributing to the work of ending homelessness. Consequently, as of March 2013, a total of 549 homeless persons have been housed in Wood Buffalo. Education and awareness efforts will remain ongoing to garner as much support from stakeholders as will be required to attain the objectives of *Heading Home*.



Goal 2 - Change Management: This goal highlights the importance of a change management process as a critical step in securing buy-in from service providers to successfully transition service models to align with the Housing First strategy. A review of indicators suggests that **this goal is on track to be accomplished.**

Goal 3 - Prevention: Prevention involved the development of systems and processes that enable the quick identification of at risk individuals, assistance to sustain housing or where that is not possible, to identify permanent housing options. **This goal is on track to be accomplished** over the next year.

Goal 4 - Re-Housing: Rapid re-housing of homeless persons into safe, affordable, permanent housing is the most critical component of the Plan. Without a commitment and solid plan to rapidly re-house homeless persons, Housing First outcomes can be realized. **The goal is on track to be accomplished** as Housing First clients report having opportunities for constructive and meaningful engagement with service providers and are deriving positive outcomes as a result.

Goal 5 - Provision of Supports: Homeless persons who are provided with permanent housing as well as access to supportive services should experience positive outcomes such as increased functional skills and self-sufficiency. There are indications that **this goal is on track to be accomplished** as clients continue to navigate the Housing First service system.

While it is clear that implementation of the Housing First strategy is improving the conditions of people experiencing homelessness in Wood Buffalo, the following three recommendations have emerged from the findings and will continue to enable the successful implementation of the Plan over the coming years:

- | Engaging more strongly in policy advocacy at the provincial level to bring about systemic change.
- | Increasing service integration within the homeless service system to improve client outcomes.
- | Strengthening and expanding the evidence base to inform service delivery.

This report highlights progress made towards ending homelessness within the region. The information included in this report will support ongoing efforts to improve the conditions of homeless persons by ensuring the Municipality and service providers alike sharpen their focus, prioritize goals and measure continued success toward ending homelessness in Wood Buffalo by 2020.

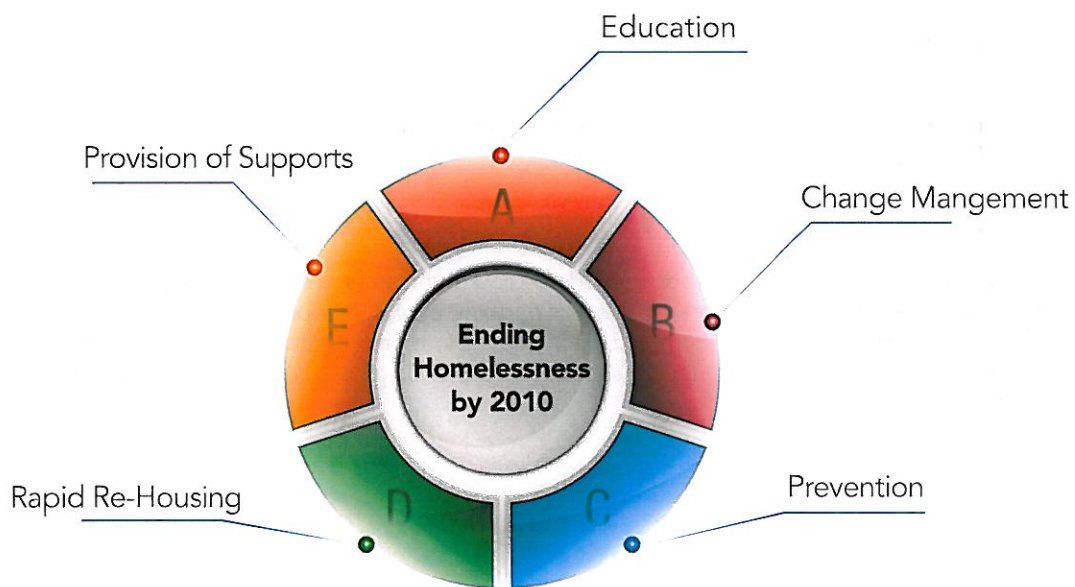
Introduction

Background

Year after year, homelessness leads to the social exclusion of many vulnerable persons across Canada. Emergency shelters and transitional housing provide vulnerable persons access to vital services, but do not address their need for permanent housing. Homelessness is often accompanied by other barriers that contribute to further social exclusion such as mental illness, addiction or substance abuse, lack of access to financial resources or underdeveloped skills to obtain employment. These personal challenges make it even more difficult to break the cycle of homelessness.

Ending homelessness is everyone's responsibility; it requires a collaborative and systemic effort from all levels of government, as well as service providers and the private sector. In March 2009, the Government of Alberta released *A Plan for Alberta, Ending Homelessness in 10 Years*, which supports a Housing First strategy, a client-centered approach to ending homelessness that views housing as a basic right in society. The strategy combines housing relocation services and other support services to enable individuals and families to develop the necessary skills to remain in permanent housing; therefore, breaking the cycle of homelessness. Safe, long term, affordable housing provides a solid base from which individuals can access other supportive services to enable them achieve their life goals and aspirations.

The Regional Municipality of Wood Buffalo released its plan on homelessness, *Heading Home: The Right Thing To Do – 10 Year Plan To End Homelessness 2010-2020* in March 2010. The Plan outlines the strategic pathway for ending homelessness by 2020 through sustained effort and investment to support five specific goals.



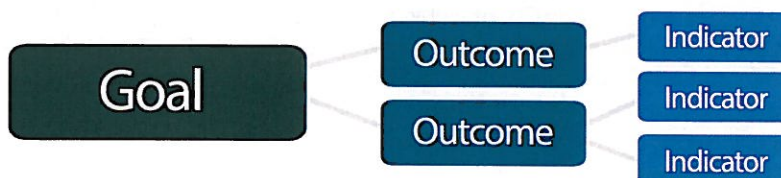
What We Mean By Ending Homelessness

In practice, eliminating a complex social issue as homelessness is improbable, since some individuals will experience homelessness irrespective of the efficacy of their local homeless service system. Therefore, the end goal of ending homelessness by 2020 must be understood within this context. In Wood Buffalo, this goal will only be realized when there is clear service integration amongst service providers such that the homeless can be successfully transitioned into permanent housing within 21 days of accessing the homeless serving system.

About This Report

Heading Home describes a logical sequence from activities, to outcomes that have the best chance of producing the desired end goal stated in the plan. However, homelessness is a complex social issue that does not follow a linear, predetermined path. As such, an analysis of progress made in implementing the Housing First strategy cannot be attempted without first examining the indicators of progress identified in the Plan. For this reason, this report is based on an evaluation model that measures the extent to which goals of the 10-year plan were met. The report objectively describes implementation progress and assesses challenges and barriers in order to improve ongoing efforts to end homelessness by 2020.

Reporting on key findings follows the structure outlined below. Each of the five goals in *Heading Home* is linked to one or more outcomes, while each outcome is connected to at least one distinct indicator. Furthermore, the current (March 2013) status for each of the fifteen outcomes in the plan is reported based on an assessment of the information collected for its associated indicator(s).



The evaluation of all indicators relied heavily on intervention-specific data collected from various sources including:

- internal reports to funders,
- transcribed minutes of HISC and CHAT meetings
- research on Housing First best practices
- literature on homelessness
- ETO database reports
- funding contracts
- key informant interviews (staff of housing first service providers, HISC membership, CBO staff)
- on-site visits to Housing First service providers

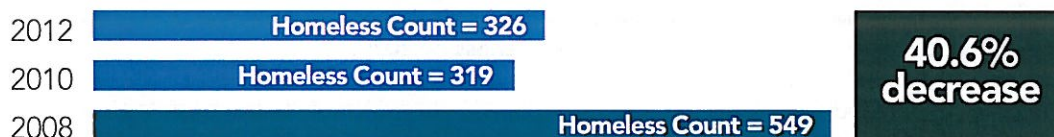
Snapshot of Key Accomplishments 2010 to 2013

Housing Tenure: A Total of 549 Homeless Individual Housed



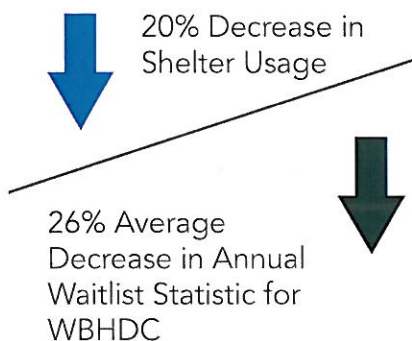
During the three year period from March 2010 to March 2013, Housing First service providers successfully transitioned 549 homeless individuals to permanent housing.

Housing Needs Count Reveal 40.6% Reduction in Homelessness



Between October 2008 and October 2010, the extent of homelessness in Wood Buffalo reduced by about 223 people, which translates into a 40.6% reduction in homelessness. It is important to consider the results of the 2012 Housing Needs Count within the context of the Housing First program and other initiatives that provide linkages to permanent housing, support services to retain housing, and coordination of community-based resources for the homeless. It is only within the context of such community-based collaborative efforts that an explanation can be provided for this reduction in homelessness.

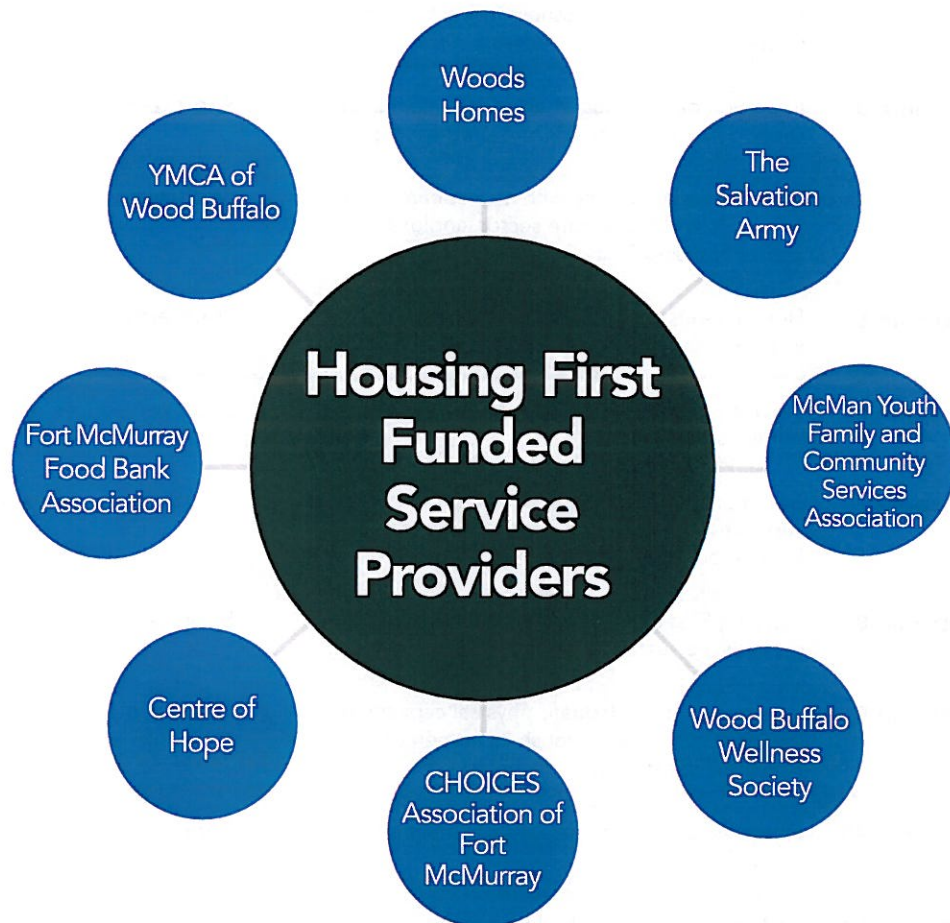
Impact of Housing First on the Larger Community: Decrease in Shelter Usage and Affordable Housing Waitlist



Between 2008, two years before the launch of *Heading Home*, and 2012, two years after the plan was launched, the average monthly shelter census was reduced by about 24 people or 20%. Within the same timeframe, the average annual waitlist for Wood Buffalo Housing and Development Corporation decreased by 110 people or 26%.

Strong commitment to Housing First Amongst Service Providers

Homeless service providers in Wood Buffalo are committed to the vision of a society where everyone has a safe, decent, affordable home. As of March 2013, funding was allocated to eight (8) service providers to operate ten (10) Housing First related initiatives.



Key Findings: Summary

	Outcome	Timeline	Progress Status
Outcome 1	Increase community interest and support for ending homelessness.	Immediate	Accomplished
Outcome 2	Improved coordination of services and systems toward ending homelessness (using Housing First strategy).	Short term	Accomplished
Outcome 3	Improved data management system that supports client data, trend analysis and progress reporting.	Short term	Accomplished
Outcome 4	Improved relationships with mainstream service providers and the private sector landlords to deliver Housing First.	Short term	Progressing slowly
Outcome 5	Homelessness is prevented for those individuals at risk	Midterm	On the right track
Outcome 6	Service system is coordinated to prevent homelessness.	Short term	Accomplished
Outcome 7	Community has an adequate supply of permanent supportive housing to meet the needs of low income people and those at risk of homelessness.	Short term	Progressing slowly
Outcome 8	Housing First initiatives and mainstream support services are sustainably funded and resourced.	Short term	Accomplished
Outcome 9	Community has adequate physical capacity to identify and rapidly rehouse its homeless using the Housing First strategy.	Midterm	On the right track
Outcome 10	Homeless and at-risk persons are meaningfully engaged.	Short term	Accomplished
Outcome 11	Reduction in the length of time people are homeless.	Short term	On the right track
Outcome 13	Formerly homeless individuals demonstrate improved self-sufficiency.	Short term	Accomplished

Note that long term outcomes (Outcomes 12, 14 and 15) are outside the timeframe for this report, so are excluded from this document.

Key Findings: Goal 1 | Education

Build support to end homelessness using Housing First strategy

Coordinated education and awareness efforts are a necessary precursor to implementing Housing First programs for the very first time in any community. The implementation of Housing First in Wood Buffalo was facilitated by a strategic education campaign that successfully built support amongst service providers, property managers and other stakeholders for the new strategy.

Outcome 1 Increase community interest and support for ending homelessness
Timeline: Pre-planning (immediate outcome)

Status **Accomplished**

Indicator of Progress **Indicator: Stakeholders engaged in local activities to support ending homelessness has gradually increased over time.**

- Ten (10) Housing First initiatives now exist within community-based agencies; only two such initiatives existed in 2010.
- A homeless-serving partnership agreement is in place with the Fort McMurray Food Bank.
- Service providers now connect with homeless persons at the local homeless shelters.
- Local activities to support Housing First (i.e., BBQ, anniversary celebrations and homeless coffee breaks) have been well attended.

Indicator: Groups which are not typically involved in addressing homelessness show support for Housing First (i.e., local landlords).

- Select groups of property managers demonstrate a willingness to rent to Housing First clients.
- Wood Buffalo Housing and Development Corporation works with service providers to secure permanent, affordable dwelling units for Housing First clients.

Indicator: Media pertaining to Housing First is positive. "Not In My Backyard" (NIMBY) type issues have not arisen. The general public reports ongoing support for ending homelessness and agencies prepare to rearrange services to fit with delivering a Housing First strategy.

- There is positive media coverage of events such as Homeless Connect and the Housing Needs Count.
- Media projects have been undertaken that display compelling real life stories of homeless individuals to educate public on homelessness.
- Mediation strategies are in place to prevent NIMBY issues including the formation of a Neighbourhood Safety Team in the Alberta Drive area.
- Public reports show that NIMBY issues appear to be occurring with the same or slightly less frequency and intensity as in other communities.

Key Findings: Goal 2 | Change Management

Successfully transition local systems to Housing First

For some homeless service providers, the Housing First strategy posed a potential barrier to effective implementation of *Heading Home*, as it required a transformation in the way homeless persons were served in Wood Buffalo. The Plan called for a shift from “managing” homelessness through a Continuum of Care model, to “ending” homelessness through Housing First.

Closer coordination and intergration has been developed among services, from strengthening referral systems to permanent home placement. This goal is on track to be accomplished, although it is worthwhile to extend the timeline for two additional years in order to achieve greater coordination between homeless programs and services.

Outcome 2 Improved coordination of services and systems toward ending homelessness (using Housing First strategy)
Timeline: 1-3 years (short term outcome)

Status **Accomplished**

Indicator of Progress **Indicator: Agencies report working collaboratively with other service providers to coordinate service to end homelessness with the Housing First strategy.**

- Service providers report more cross-referrals, particularly at the pre-assessment stage. For example, clients who visit the Centre of Hope’s drop-in day shelter are linked with other Housing First agencies as required.
- Service providers report frequent ongoing communication and a strong supportive relationship with the Community Based Organization (CBO).

Indicator: Clients report appropriate referrals and connections to support services.

- Clients report satisfaction with their experience in the Housing First program.

Indicator: Community resources that are available are clearly defined.

- CBO is developing an inventory of relevant resources to supplement related information available online.

Indicator: Clearly defined processes that articulate new system of Housing First.

- Service providers report being familiar with the Housing First strategy. A procedure manual is being developed by the CBO to guide implementation.

Indicator: Social Return On Investment (SROI) data sources identified and collected information (e.g., cost of hospital stays, shelter use, ambulance usage, police arrests, etc.).

- Whereas no formal SROI has been conducted in Wood Buffalo in relation to Housing First, plans exist to engage in such an exercise using as more data sources become available.

Outcome 3 Improved data management system that supports client data, trend analysis and progress reporting
Timeline: 1-3 years (short term outcome)

Status **Accomplished**

Indicator of Progress **Indicator: There is a system of inputting and managing data collected from homelessness statistics.**

- An information management system, Efforts to Outcomes (ETO), exists and is being used consistently by the CBO and service providers.

Indicator: Sufficient data collection resources are identified and accessed.

- Housing Needs Counts are conducted every two years to generate useful data about the local homeless population.
- A housing needs assessment is underway in one rural hamlet to measure changes in magnitude and demographics to the local homeless population.

Outcome 4 Improved relationships with mainstream service providers and the private sector landlords to deliver Housing First.
Timeline: 1-3 years (short term outcome)

Status **Progressing slowly**

Indicator of Progress **Indicator: Mainstream service providers report they are interested in participating in Housing First locally.**

- The Northern Lights Health Care Centre maintains a discharge staff to liaise more effectively with service providers and connect clients to local resources.
- Service providers who do not implement Housing First reported referring clients to Housing First agencies.

Indicator: Local landlords are interested in participating in the Housing First program.

- WBHDC continues to provide subsidized leases to Housing First clients, as other landlords are being actively engaged to support the Housing First strategy.

Indicator: New partnerships and/or agreements have been developed to deliver Housing First. Mainstream service providers and landlords will participate in ongoing planning and consultation.

- Community Housing Agencies Team (CHAT), a vehicle for interagency collaboration, is being revamped to create better opportunities for collaboration amongst service providers.

Key Findings: Goal 3 | Prevention

Develop a service system to prevent homelessness

This goal involves developing a system to quickly identify at-risk individuals in order to provide assistance to sustain existing housing, or where that is not possible, promptly identify permanent housing options to ensure that homelessness is prevented.

The indicator of progress suggests work is in progress, with a liaison position being formally created by the Salvation Army initiative. However, indicators around service system coordination and housing resources are somewhat behind schedule. The prevention goal is a priority area for action planning over the next year, especially incorporating protocols to work with other relevant institutions such as treatment facilities, incarceration, and emergency shelters.

Outcome 5 Homelessness is prevented for those individuals at risk
Timeline: 3-5 years (midterm outcome)

Status **On the Right Track**

Indicator of Progress **Indicator: Persons discharged from institutions are not released into homelessness.**

- As per the timeline work towards this indicator is just commencing in the third year.
- The Salvation Army has a liaison position focused on connecting persons discharged from the hospital and other institutions to relevant supportive services including permanent housing.
- WBHDC has a full time dedicated Tenant & Community Relations Coordinator working with a case management team towards preventing tenant eviction.

Outcome 6 Service system is coordinated to prevent homelessness
Timeline: 1-3 years and on-going (short term outcome)

Status **Accomplished**

Indicator of Progress **Indicator: A reduction in the number of people released from institutions into homelessness.**

- Whereas treatment centres continue to make informal referrals to Housing First agencies, a formal referral system is now in place with the local hospital.

Indicator: Zero tolerance policy (more than 21 days duration being homeless) is developed.

- Integrated and coordinated referral and support structures are being put in place to prevent loss of housing, or to rapidly re-house the chronically homeless.

Outcome 7 Community has an adequate supply of permanent supportive housing to meet the needs of low income people and those at risk of homelessness
Timeline: 3-5 years (midterm)

Status **Progressing slowly**

Indicator of Progress **Indicator: Demand for shelters as affordable rental space for employed people is reduced.**

- Between 2008, two years before the launch of Heading Home, and 2012, two years after the plan was launched, the average monthly shelter census was reduced by about 24 people or 20%.

Indicator: WBHDC wait-lists for affordable housing are reduced.

- Within the same timeframe, the average annual waitlist for Wood Buffalo Housing and Development Corporation decreased by 110 people or 26%.
- WBHDC latest development project, Siltstone Ridge (175 units), is planned to open in 2014.

Outcome 8 Housing First initiatives and mainstream support services are sustainably funded and resourced
Timeline: 1-3 years and ongoing (short term)

Status **Accomplished**

Indicator of Progress **Indicator: Agencies have sufficient funding available for long term planning and training.**

- Housing First service providers receive adequate and consistent funding on an annual basis. The CBO works with the federal and provincial governments to ensure the cyclical nature of the funding does not deter long-term planning by service providers.

Indicator: An increase in the number of training programs, as well as the number of trained, qualified staff working in Housing First.

- The CBO consistently provides training opportunities to strengthen front-line service delivery staff. Training provided to date includes Motivational Interviewing, Youth Homeless Engagement, Case Management, SPDAT, ETO, Aboriginal Awareness and Cultural Sensitivity.

Indicator: The number of supportive agencies working together has increased.

- There are forty (40) supportive agencies involved in the Housing First service system. Although all these agencies do not receive Housing First funding, they work in partnership with the eight (8) funded Housing First service providers.

Key Findings: Goal 4 | Re-housing

Rapidly re-house current homeless individuals

Rapidly re-housing homeless persons into safe, affordable, permanent homes is crucial to the successful implementation of *Heading Home*. Housing First service providers recognize that chronically homeless persons may require several rapid re-housing interventions before establishing stable housing. Without a commitment to rapidly re-house homeless persons, Housing First outcomes cannot be realized.

Note that long term outcomes (Outcomes #12) are outside the timeframe for this report, so are excluded from this document.

Outcome 9 Community has adequate physical capacity to identify and rapidly rehouse its homeless using the Housing First strategy
Timeline: 3-5 years and ongoing (midterm)

Status **On the Right Track**

Indicator of Progress **Indicator: Increase in the number of units available for rapid re-housing. Housing options are provided to homeless persons prior to placement.**

- Current housing options include market housing and co-occupancy units leased by Housing First service providers. These are available for the duration of the Housing First participation (one year with provisions for an additional year). WBHDC is another option for clients and accommodation is made for high priority client groups where possible.

Indicator: Agencies delivering Housing First reports having sufficient resources to support re-housing efforts.

- Agencies report having adequate supplies/supplier partnerships to provide needed furniture and household necessities.

Outcome 10 Homeless, and at-risk persons are meaningfully engaged
Timeline: 1-3 years (short term)

Status **Accomplished**

Indicator of Progress **Indicator: Homeless clients report having opportunities for meaningful engagement with service providers.**

- Clients report meaningful engagement with neighbours, housemates and service providers. Additionally, several clients were observed in active volunteer roles.

Outcome 11 Reduction in the length of time people are homeless
Timeline: 1-3 years and ongoing (short term)

Status **On the Right Track**

Indicator of Progress **Indicator: A reduction in the time (days) a person spends in emergency shelters or transitional housing, as reported by agency statistics.**

- Statistics on this indicator are not available at this time. However, there is a decreasing trend in shelter usage between 2008 and 2013.

Indicator: A decline in the number of shelter beds utilized and needed.

- Between 2008, two years before the launch of Heading Home, and 2012, two years after the plan was launched, the average monthly shelter usage declined 20%.

Indicator: Incidents of homelessness are less than 21 days per episode.

- At least one emergency shelters has initiated the 21-day-stay rule.

Indicator: An increase in the number of permanent housing options obtained by the clients.

- Attempts to engage private landlords through the development of a Landlord Network, though promising, have yielded minimal results. The CBO continue to advocate for the development of affordable housing as well as permanent supportive housing.

Key Findings: Goal 5 | Provision of Supports

Provide supports for housing stability

Obtaining and retaining permanent housing should be the springboard that enables Housing First clients to increase their vocational, functional and social skills, as well as their levels of income and self-sufficiency. There are indications that this goal is being achieved as more clients enter and leave the Housing First service system.

Note that long term outcomes (Outcomes #14 and #15) are outside the timeframe for this report, so are excluded from this document.

Outcome 1 Formerly homeless individuals demonstrate improved self-sufficiency
Timelines: 1-3 years and ongoing (short term)

Status **Accomplished**

Indicator of Progress **Indicator: The client's testimonial of how his/her quality of life has improved as a result of being housed.**

- "Success stories" as collected by agencies from their clients report increased self-confidence, self-esteem, ability to secure employment and care for dependent children, as well as decreased substance abuse.



Recommendations

In view of the above-mentioned findings, a number of recommendations are put forward as points for further reflection around possible future actions to enhance the implementation of *Heading Home*. The recommendations are formulated under three broad headings:

Advocacy

Bringing about the systemic changes necessary in order to prevent and end homelessness includes engaging even more strongly in policy advocacy. This includes making a much greater and more consistent effort to engage with the relevant stakeholders at the local, provincial and federal level. It also includes ensuring that evidence for the impact of Housing First on the larger community is clearly documented and disseminated through relevant channels like provincial meetings and national conferences.

Service integration

Service integration is a vehicle for improved outcomes for homeless persons and those at risk of homelessness. The goals of service integration are to improve client outcomes and services through the efficient transfer of clients among service providers, greater client access to supportive services, continuity of care and reduced service duplication. Specific efforts should continue to be made towards a more integrated Housing First service system.

Research, Monitoring and Advancing the Evidence Base

A strong evidence base enables the furthering of best practices for all those working to end homelessness, and is a key element in fostering service integration. While an information management system is in place to monitor implementation of *Heading Home*, there are still many areas where research is needed to inform policy-making and implementation, as well as to better understand promising practices in the local service system.

Conclusion

The Regional Municipality of Wood Buffalo is committed to addressing homelessness as articulated in *Heading Home: The Right Thing To Do*. The argument for investing in high-quality, cost-effective interventions to end homelessness, rather than just continuing to manage it, has been made successfully from various international studies. The benefits appear to be greatest for those who are chronically homeless, most of whom typically live in poverty and deal with mental health and/or substance abuse issues. However there is still a strong case for providing long term solutions to those who are homeless for other reasons and ensuring they don't become chronically homeless over time.

Over the last three years, the work accomplished in alignment with the Municipality's *10 Year Plan to End Homelessness by 2020*, appears to provide positive outcomes for people experiencing homelessness in Wood Buffalo. Still, this work is set in the broader context of Provincial and Federal Government policy agendas. The major findings in this report indicate that to effectively tackle homelessness in Wood Buffalo, the Housing First strategy must be complemented by a range of other strategies to ensure people with complex needs do not fall through the cracks of the existing service system.



Glossary

The following key definitions provide a 'common language' to assist the reader in understanding the contents of this progress report.

Adequate Housing	Housing is reported by residents as not requiring any major repairs. Housing that is inadequate may have excessive mold, inadequate heating or water supply, significant damage, etc.
At-Risk of Homelessness	Refers to people who are not homeless, but whose current economic and/or housing situation is precarious or does not meet public health and safety standards. Individuals or families whose current housing situation is lacking security or stability are considered to be at-risk of homelessness.
Affordable Housing	Dwellings costing less than 30 per cent of total before-tax household income. Those in extreme housing need pay 50 per cent or more of their income for housing accommodations. Costs for renters include: rent, electricity, fuel, water and other municipal services. For owners, costs include: mortgage payments (principal and interest), property taxes, and any condominium fees, along with payments for electricity, fuel, water and other municipal services.
Basic Shelf Program	A program run by the Fort McMurray Food Bank helping families and individuals maintain food security. The program is based on the strategy of keeping a "basic shelf" of ingredients in your home, with which you learn how to create a variety of meals that are nutritious and affordable.
Baseline Data	Initial collection of data that serves as a basis for comparison with the subsequently acquired data.
Backlog intakes	A stage in the intake process that causes the entire process to slow and where the flow of data is impaired or obstructed.
CBO	Community Based Organization – The Regional Municipality of Wood Buffalo is the designated organization responsible for coordinating the implementation of the Provincial Outreach Support Services Initiative. The CBO receives funding from both the provincial and federal governments to help fulfill its role. The CBO channels this funding to Housing First service providers.
CHAT	Community Housing Agencies Team – a team of representatives that deal directly with homeless persons in the community. This team is primarily made up of front-line service providers and government employees who directly interact with the homeless. The purpose of CHAT is to improve the effectiveness and efficiency of service delivery and to identify and respond to emerging issues.
Chronically Homeless	A person or family is considered chronically homeless if they have either been continuously homeless for a year or more, or have had at least four episodes of homelessness in the past three years (Alberta Plan to End Homelessness, 2008).
Client Group	An identifiable group of persons demonstrating a common characteristic or set of common characteristics. A person may be in one or more client group.

Co-occupancy	State in which occupancy is shared with other tenants with equal access to common areas.
Core Housing First Programs	Refers to the four core Housing First providers in 2012, Y.M.C.A. Immigrant and Settlement Services, McMan Youth and Family Community Services Association, The Salvation Army and Centre of Hope.
CPH	Community Plan on Homelessness - 2007-10; Community Plan on Homelessness and Affordable Housing that was prepared as a three-year-plan to address assets, gaps and set priorities for the Regional Municipality of Wood Buffalo. The Plan guided funding to various partners and became a component of the National Homelessness Partnership Strategy.
CMHC	Canadian Mortgage and Housing Corporation – is Canada's national housing agency. CMHC is a provider for mortgage loans insurance, mortgage-back securities, housing policies, as well as programs and housing research.
ETO	Efforts to Outcomes – is a comprehensive case management and data collection software system that ensures community needs, impacts and detailed information on homeless citizens' experiences are captured. The purpose of this data collection system is for performance management and to use the data to track progress.
Emergency Shelter	Temporary accommodations for individuals experiencing homelessness.
FOIP	Freedom of Information and Protection of Privacy Act of Alberta. Public bodies include all provincial government departments, agencies, boards and commissions.
HISC	Homelessness Initiative Strategic Committee – formerly the Homelessness Initiatives Steering Committee, is a group of community leaders and stakeholders that meet monthly to advocate for ending homelessness in our region.
Housing First Strategy	A strategy to housing homeless persons where permanent housing is provided along with support services. Providing support services helps formerly homeless persons to maintain their housing over the long term. The Housing First strategy attempts to break the cycle of homelessness. The overall goal is to move a homeless client quickly into permanent housing with supports and move them to greater self-reliance.
Housing Stock	The total number of residential units, including mobile homes, available for non-transient occupancy.
Indicator	A concrete measure that is observable and provides evidence the desired outcome is being achieved. Usually involves a noticeable change, increase, decrease, improvement or depreciation in numerical value.
Mat Program	A shelter program that operates in cold weather months by The Salvation Army and accommodates those under the influence of drugs and alcohol.
Market Housing	Housing based on the free market economy.
Permanent Housing	A secure home using housing options that is appropriate for the individual or family.

NIMBY	Not In My Backyard – used to describe when individuals object to the establishment of certain neighbourhood projects, such as homeless shelters, which they perceive to be dangerous, unsightly, or otherwise undesirable. A person may agree that a community or neighbourhood needs such an institution or service, but would want the location to be far away from his/her place of residence.
Rapid Re-housing	Ensure individuals are assessed quickly to determine housing need and the support services required. Moving the homeless from the streets and shelters into permanent housing.
SPDAT	Service Prioritization Data Assessment Tool - launched in 2011, improves intake processes using existing resources. The tool is designed to assist service providers. The provider can help individuals and families by accessing programs and services best aligned to end client's homelessness.
SROI	Social Return on Investment – also known as social benefit cost ratio, is a method for understanding, measuring, and reporting on both the social and financial value being generated by an organization, program or community plan, relative to investments.
STHT	Supportive Transitional Housing Team founded in 2002, which became a society in 2009. The team previously formed is now a society is made up of twelve agencies that play a pivotal role in providing viable and tangible solutions to a number of Fort McMurray's homelessness issues. By offering the wrap around support services, they are able to address the compounded needs of client.
Supportive Housing	Housing facilities that provide services beyond basic needs and that, while not permanent, generally require a longer length of stay than emergency housing facilities (up to three years). These facilities offer more privacy to residents than emergency housing, and place a greater emphasis on participation of clients. It is targeted to those in need of structure, support, and skill-building to move from homelessness to housing stability, and ultimately to prevent a return to homelessness.
Transitional Housing	A secure living environment where an individual can receive assistance and practice life skills before living independently.
Vulnerable Persons	Persons who because of age, disability, or other circumstances are in a position of dependence on others or are otherwise at a greater risk than the general population, whether permanent or temporary.
Zero Tolerance Policy	A policy in shelters that imposes automatic punishment or eviction for infractions of a stated rule, with the intention of eliminating undesirable conduct (i.e., substance abuse).



Contact Information

Neighbourhood and Community Development Branch

Future Forward, 9917 Franklin Avenue
Fort McMurray, Alberta

For more information, please visit www.woodbuffalo.ab.ca
Or phone: **780.743.7979**



2014 Proposed Budget and Financial Plan

Expanding Financing and Funding Options Delivery of Big Plans

November 12, 2013

Expanding Financing and Funding Options

- 2014 Proposed Operating Budget, 2015 – 2016 Financial Plan
- 2014 Proposed Capital Budget, 2015 – 2019 Financial Plan

Sections 242 – 247 of the
Municipal Government Act

2014 Budget Process

Apr 23	Council adopted Fiscal Management Strategy 2013-2015
Jun	2014 Budget Workshop conducted for cross-functional Municipal Budget Committee
Jul–Oct	Internal reviews of 2014 Proposed Budget
Nov	
12	2014 Proposed Budget presented to Council
15/16/18	2014 Budget workshop for Council
Dec 10	Final Budget before Council for approval

2014 Proposed Budget

Expanding Financing and Funding Options Delivery of Big Plans

Aligned with the various Council approved strategic plans listed below:

- Municipal Development Plan
- Strategic Plan
- Business Plan
- Master Plans and studies
- Fiscal Management Strategy

2014 Proposed Budget – Guiding Principles

Fiscal Health Measures

- Sustainability
- Flexibility
- Vulnerability

2014 Proposed Budget Challenges

- Debt funding capacity maximized at 85% limit
- Capital Projects Prioritization – Unfunded Projects
- Impact of Municipal Utilities Corporation
- Impact of Alternative Capital Finance on debt not considered
- Possible capacity resource constraints – Capital Projects

2014 Proposed Budget Methodology

- Proposed Balanced Operating Budget
- Proposed Un-balanced Capital Budget
- Capital Projects Prioritization methodology in order of priority:
 - Multi-year ongoing projects previously approved by Council
 - 1st year of Pre-Construction/Design projects previously approved by Council
 - New single/multi year projects as per Capital Plan

Debt / Debt Service Limit

Debt Limit = $2.0 \times \text{Revenue}$

Debt Limit per Debt Management Policy

– $2.0 \times \text{Revenue} \times 85\%$

Debt Service Limit = $0.35 \times \text{Revenue}$

Debt Service Limit per Debt Management Policy

– $0.35 \times \text{Revenue} \times 85\%$

Fiscal Management Strategy Compliance

	2014	2015	2016
LOW RISK: Property Tax Revenue Neutral + Construction Growth	√	√	√
Emerging Issues Reserve - \$50M uncommitted minimum balance, max. 15% of prior year's audited property tax revenue	√	√	√
Capital Infrastructure Reserve - \$50M uncommitted minimum balance	√	√	√

Fiscal Management Strategy Compliance, cont'd

	2014	2015	2016
Debt Limit at 85% of MGA Limit	80%	85%	85%
Debt Service Limit at 85% of MGA Limit	13%	12%	13%

2014 Budget Headlines

- No tax increase other than new construction growth
- Fiscal stability reserves intact
- Approved 2013 Municipal employees cap is maintained
- Continued recruitment efforts
- Provide competitive salaries and benefits package
- Focus on sustainability
- Addresses varied needs of the community via operations and capital funding allocations

Personnel Budgeting

- Annualized budget for personnel costs
- Elimination of corporate reduction of 10% of budgeted funding to acknowledge ongoing vacancies
- Manage within previously approved 1,373 positions
- 1,356 funded positions
- Optimum utilization of employees to continue in 2014
- 1,219(89%) Actual and 154(11%)FTEs vacancies as at September, 2013

2014 Budget Highlights

Direct Responsible Growth in the Region

- Gateway signage design
- Building new website with integrated social media
- Participating in Nexus North membership
- Operating grant for Eagle Ridge Community Centre
- EDSS Day Care Facility Support

2014 Budget Highlights, cont'd

Develop Sustainable Mobility Choices

- Surface parking relocation/improvement
- Transit computerized routing/scheduling
- Community Accessibility project delivery

2014 Budget Highlights, cont'd

Revitalize the City Centre

- Business Acceleration of City Centre
- Jubilee Plaza Centre Construction
- Establishment of downtown storefront supporting RCMP and Bylaw Service

2014 Budget Highlights, cont'd

Build Complete Communities

- Bylaw/RCMP proactive education programs and community events
- Enhanced Bylaw/RCMP traffic safety programs
- Flood protection projects
- On-going projects on redevelopment of City Centre

2014 Budget Highlights, cont'd

Promote the Development of Green Initiatives

- Pre-design and design of Fire Hall #6 in Parson Creek
- Anzac Fire Hall design – LEEDS building
- Fort MacKay Fire Hall – LEEDS building
- Potential agreement to use ECO diesel in fire apparatus on trial basis

2014 Budget Highlights, cont'd

Demonstrate Leadership in Climate Change Adaptation and Mitigation

- Promotion of Zero Waste initiatives
- Purchase dechlorination unit for Fire Station #1 to prevent contamination of river system
- District Energy System – Construction

2014 Budget Highlights, cont'd

Increase Economic Development Attraction and Retention

- Research and explore concept of a regional training centre for policing and bylaw operations
- Develop Workforce Development Strategy

2014 Budget Highlights, cont'd

Invest in Arts, Recreation and Culture Development

- Start up grant for Regional Recreation Corporation for Anzac Facility
- Start up grant for Regional Recreation Corporation for MacDonald Island
- Fort McMurray Public Library grant
- Increase of \$3.2M on existing grants due to new initiatives, population growth and general inflation of operating costs for recreation facilities

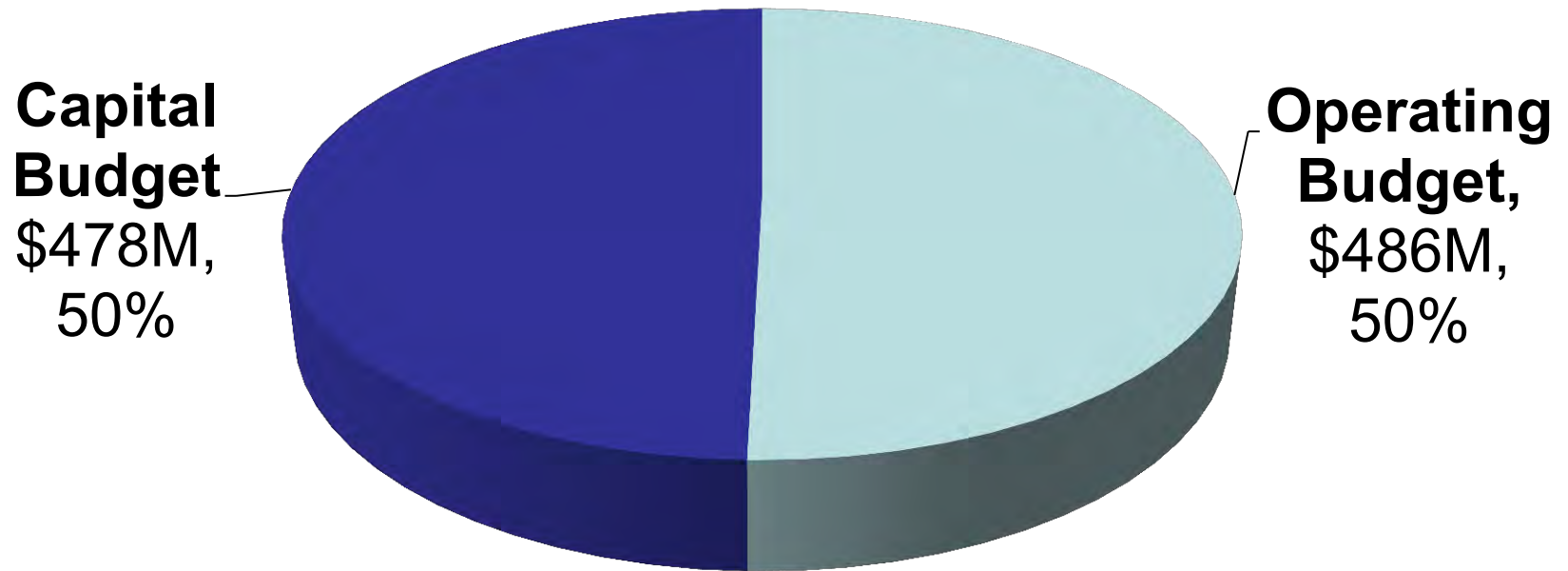
2014 Budget Highlights, cont'd

Enhance and Improve Corporate Responsibility and Governance

- Increase citizen participation in council meetings thru an electronic meeting management system
- Sustain transparency through the *Freedom of Information and Protection of Privacy Act*

2014 Proposed Operating and Capital Budgets

Total 2014 = \$964M



2014 Proposed Operating Budget and 2015 - 2016 Financial Plan

November 12, 2013

2014 Proposed Operating Budget Analysis

Revenue	\$706,385,655
Operating Expenses	(486,288,503)
Funding available for transfer for capital	220,097,152
Transfers for Capital Purposes	(220,097,152)
Balanced Budget	\$ -

Operating Expenses

2013 Approved Budget	2014 Proposed Budget	Increase
\$456,160,390	\$486,288,503	\$30,128,113

Excludes transfer for capital purposes

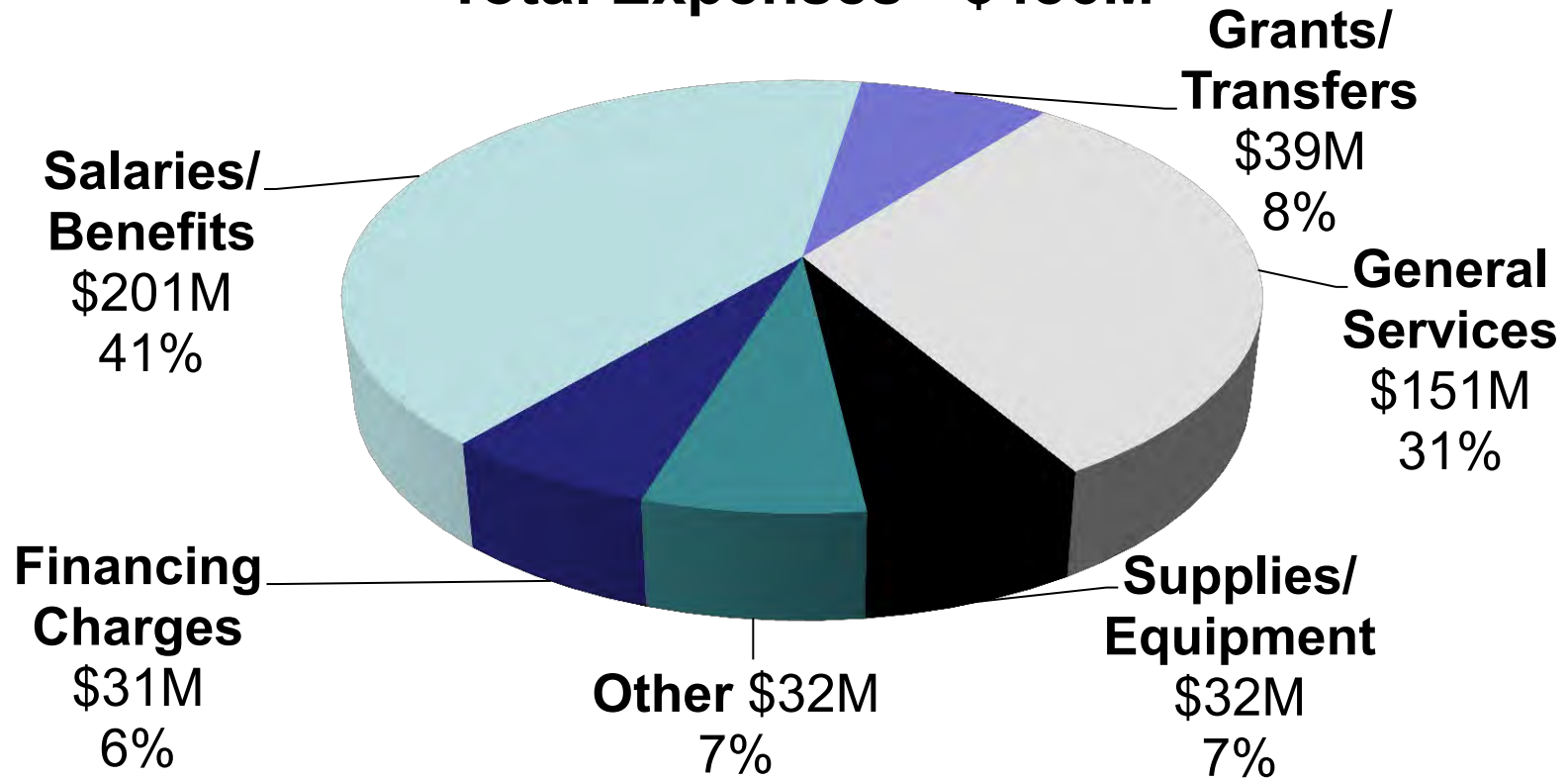
Operating Budget Changes

	Budget to Budget* (\$'M)
Personnel salaries & benefits	12
General services & contracts	8
Purchases from other government	1
Supplies and equipment	3
Grants/transfers/others	6
Net Change	30

*Excludes transfer for capital purposes

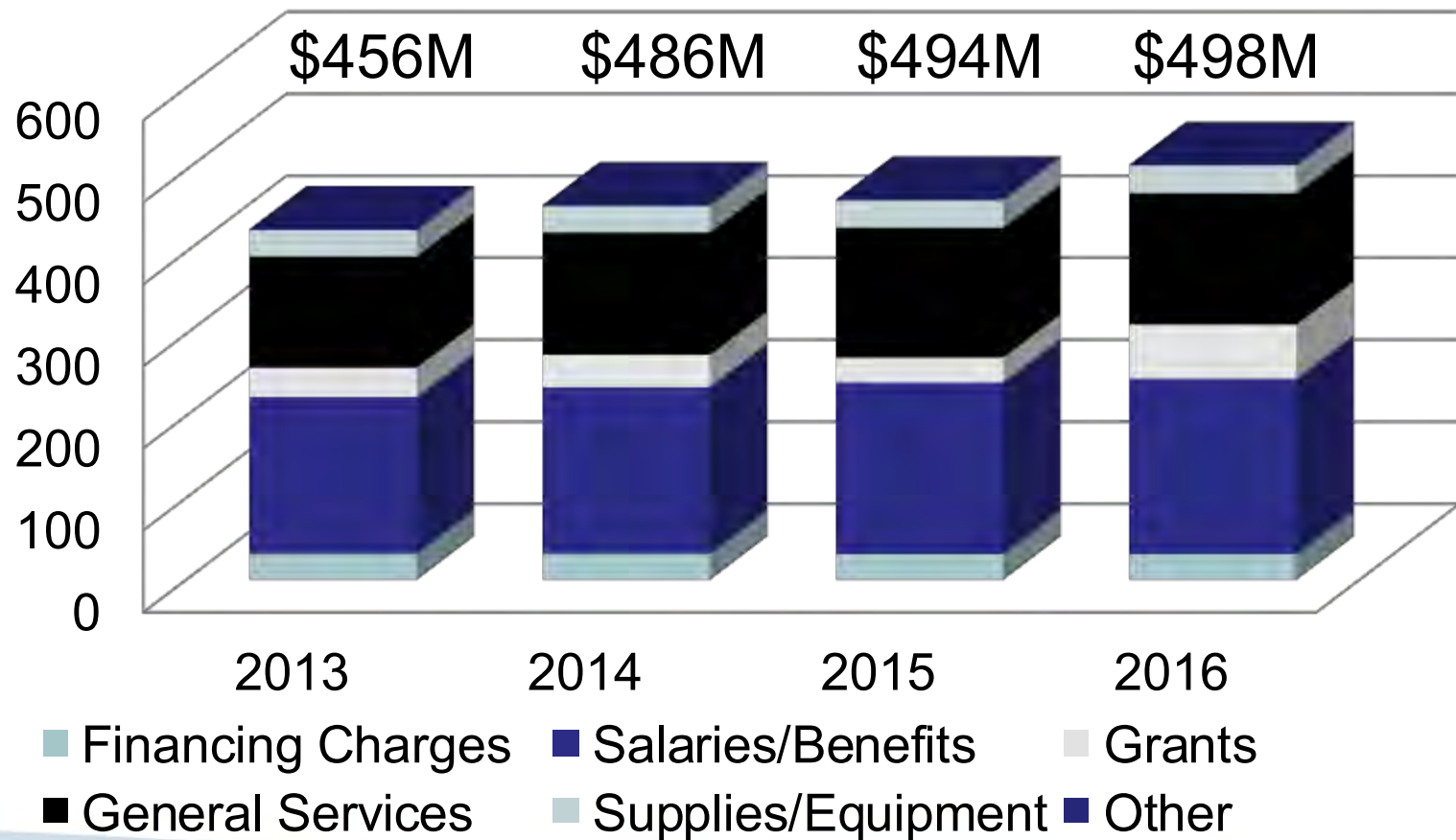
2014 Proposed Operating Budget-Expenses Summary

Total Expenses - \$486M



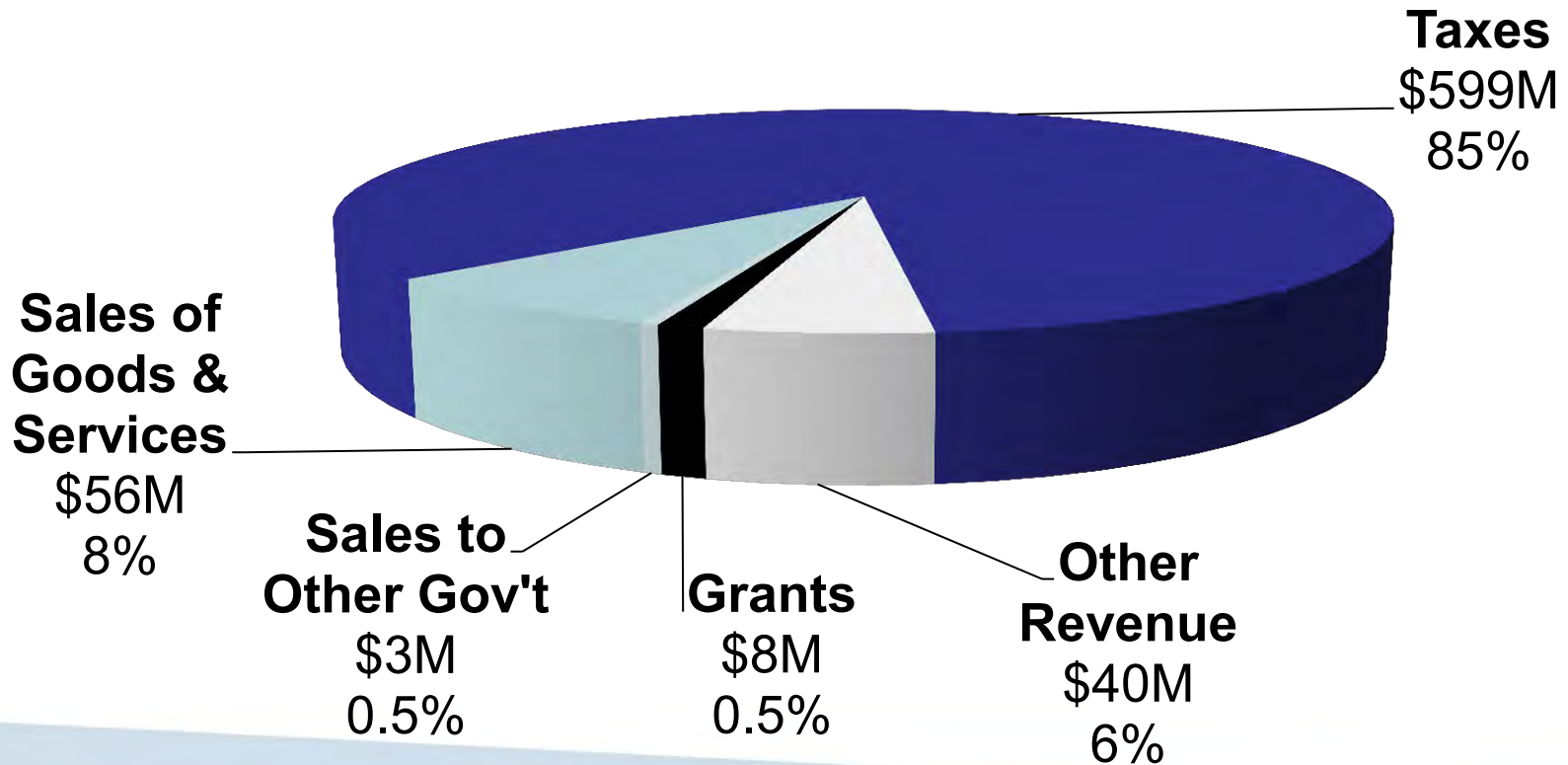
Excludes transfer for capital/reserve purposes

2013 Projection to 2016 Budgets and Financial Plan



Sources of Funds

Total 2014 Proposed Budget Revenue = \$706M



Operating Revenue

Approved Budget 2013*	Proposed Budget 2014	Increase
\$676,535,568	\$706,385,655	\$29,850,087

*Amended budget approved by Council on 23 April, 2013 –2015 Fiscal Management Strategy

Budget Changes - Revenue

	2014 Proposed Budget (\$'M)
Taxes	47
Sales of Goods & Services	(1)
Other Revenue from Own Services	(2)
Conditional Grants	(6)
Other Transfers	(8)
Total Increase	30

2014 Revenue Adjustments

- Allowance for possible tax appeal losses – (\$18M)
- Possible Impact of new contract with Alberta Health Service – (\$6M)

2014 Proposed Capital Budget and 2015-2019 Capital Plan

November 12, 2013

Capital Budget Guidelines

Proposed 2014 Capital budget and 2015-2019 Capital Plan is based on previously Council approved strategic plans listed below:

- Municipal Development Plan
- Strategic Plan
- Area Structure Plans
- Area Redevelopment Plans
- Master Plans
- Fort McMurray Community Development Plan (FMCDP)
- Asset replacement cycles

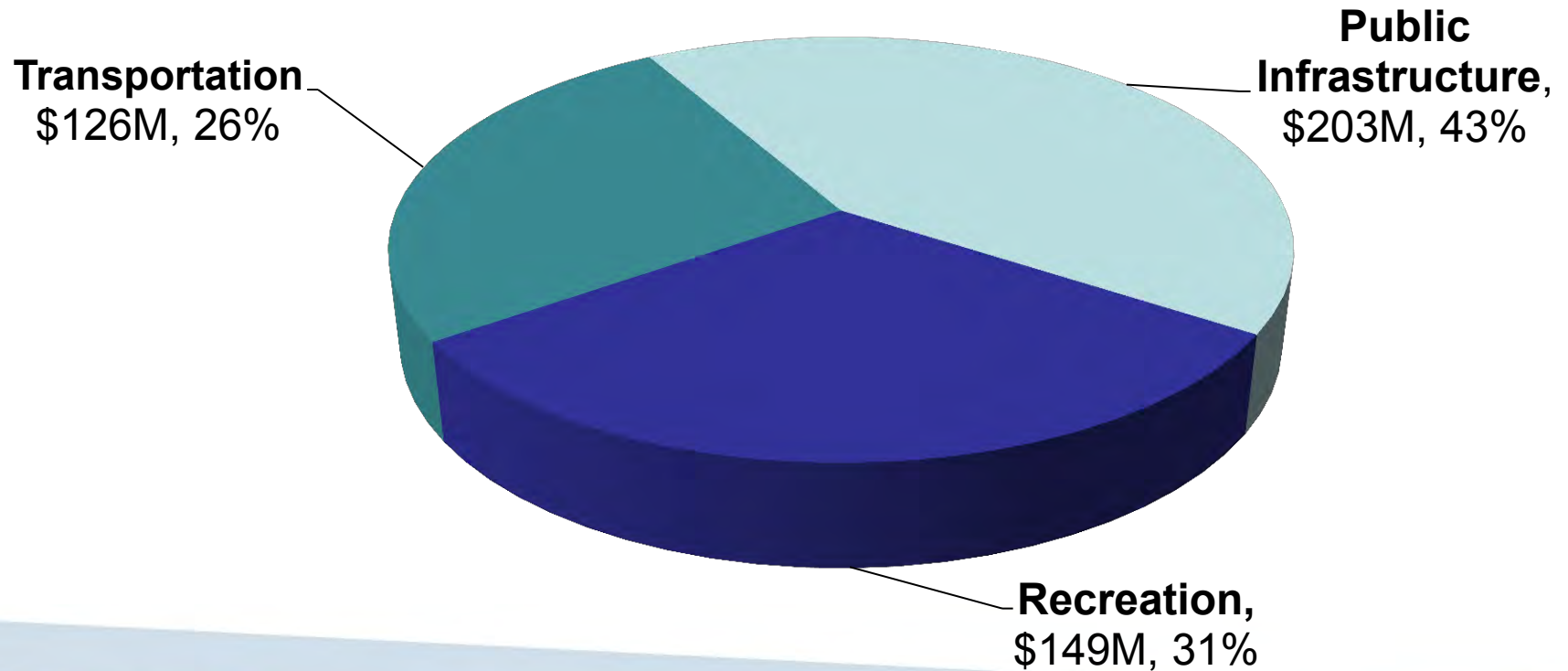
Proposed Capital Grants

2014 Proposed Capital budget and 2015-2019 Capital Plan include the following Capital Grants:

- Vista Ridge Capital Grant (2014-2016) – \$13.2M
- MacDonald Island Capital Grant (2014) – \$5.5M

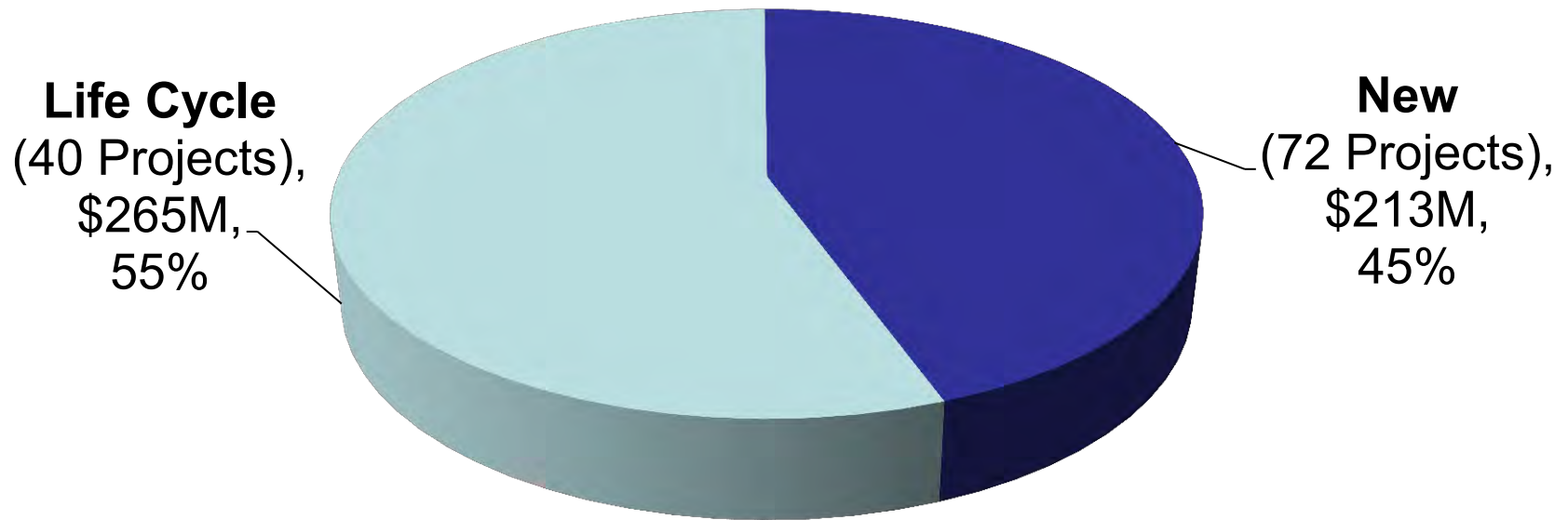
2014 Proposed Capital Budget, by category

Total 2014 (112 Projects) = \$478M



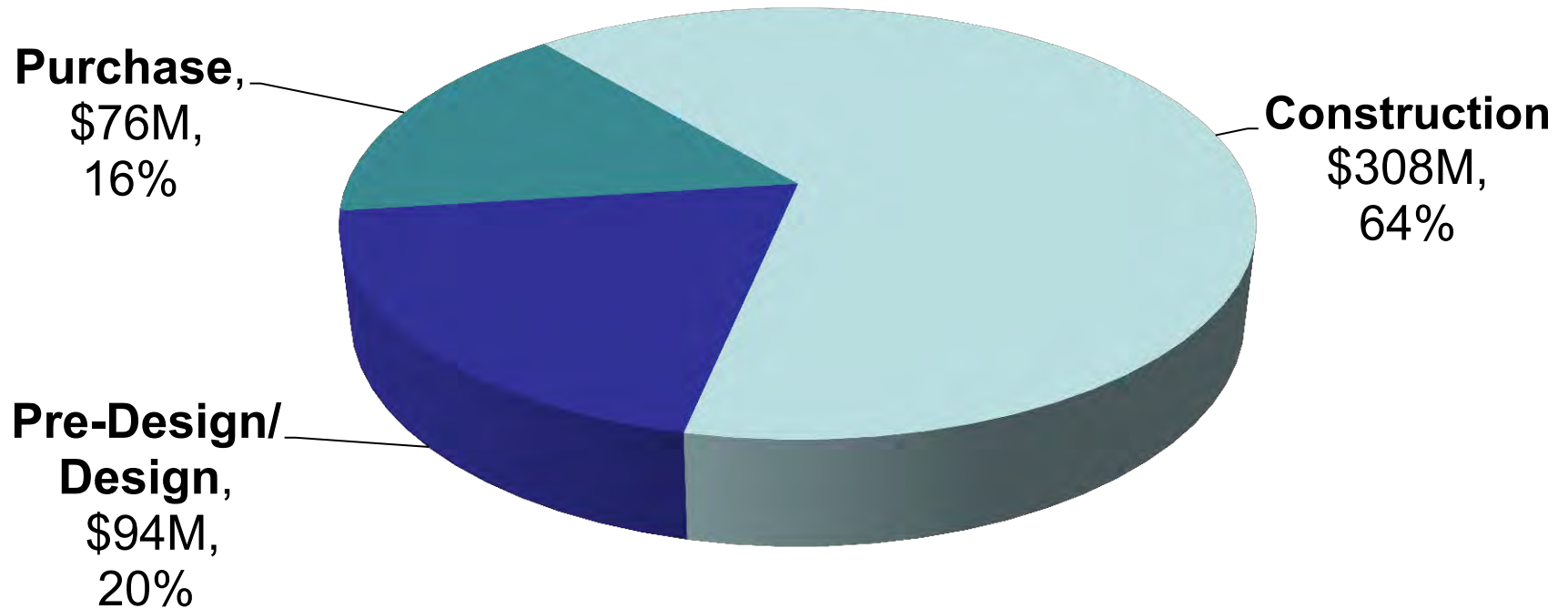
2014 Proposed Capital Budget, by nature

Total 2014 (112 Projects) = \$478M



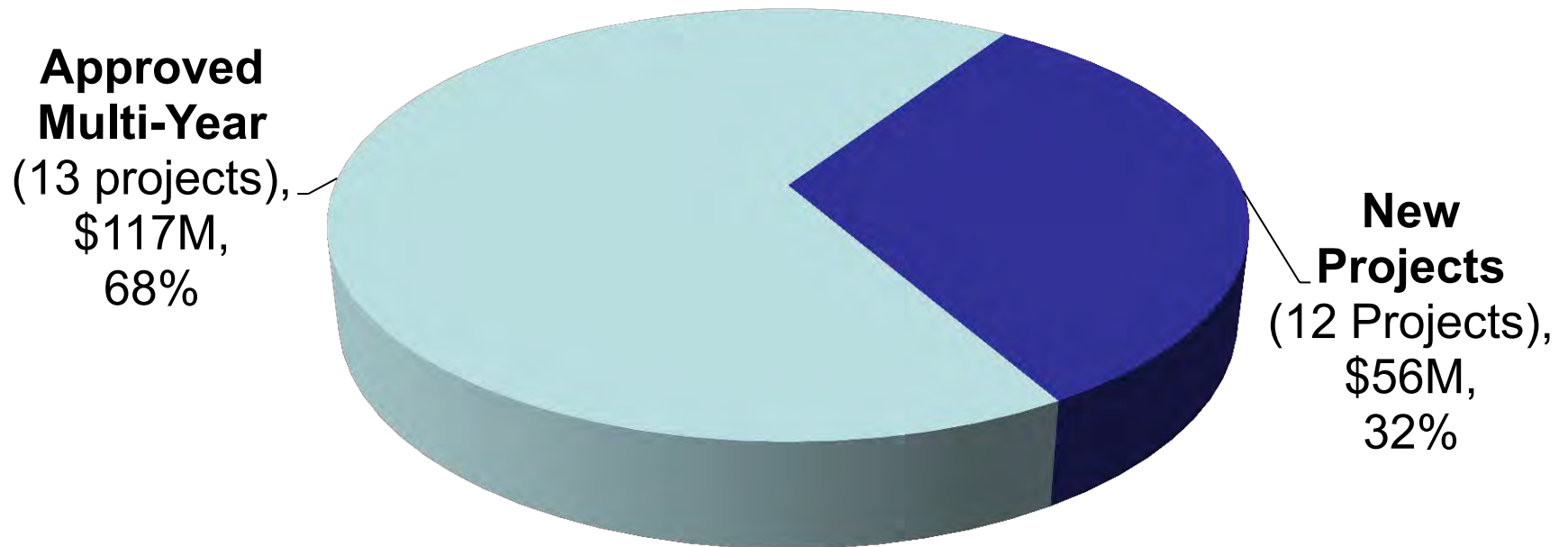
2014 Proposed Capital Budget, by type

Total 2014 = \$478M



2014 Proposed Capital Budget, City Centre Projects

Total 2014 = \$173M (25 Projects)



2014 Proposed Capital Budget, by Wards

	Multi-Year	New	Total
	(\$M)	(\$M)	(\$M)
Ward 1	201	157	358
Ward 2	13	4	17
Ward 3	-	21	21
Ward 4	25	6	31
Regional	21	24	45
Multi - Rural	5	1	6
Total	265	213	478

*Ward 1 includes City Centre projects (\$173M)

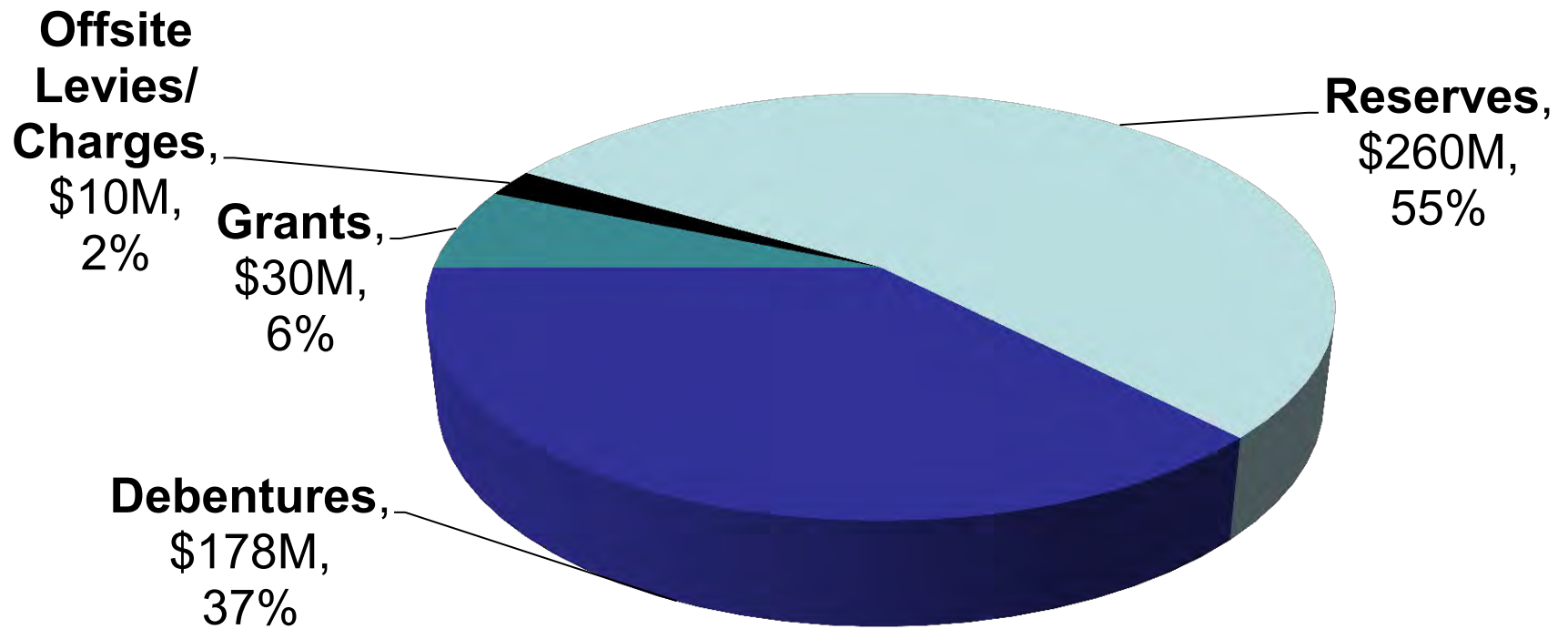
2014 Proposed Capital Budget Funding

Capital Infrastructure Reserve	\$ 260,418,675
Debentures	177,956,567
Offsite Levies/Changes	10,000,000
Grants*	30,000,000
Total	\$ 478,375,242

*Grants Funding is based on existing approved agreements

2014 Capital Projects by Funding Source

Total 2014 Budget = \$478M



Available Funds for Capital Spend

	Reserves (\$'M)	Debt (\$'M)	Grants (\$'M)	Levies/ Charges (\$'M)	Total (\$'M)
2014	260	178	30	10	478
2015	211	83	30	5	329
2016	204	17	30	5	256
2017	204	17	30	5	256
2018-19	407	32	60	10	509
TOTAL	1,286	327	180	35	1,828

Five Year Proposed Capital Plan Summary

	Plan-RMWB (\$'M)	ACF* (\$'M)	Total (\$'M)
2015	502	784	1,286
2016	368	737	1,105
2017	344	235	579
2018	380	152	532
2019	146	186	332
TOTAL	1,740	2,094	3,844

*Alternative Capital Finance (ACF)

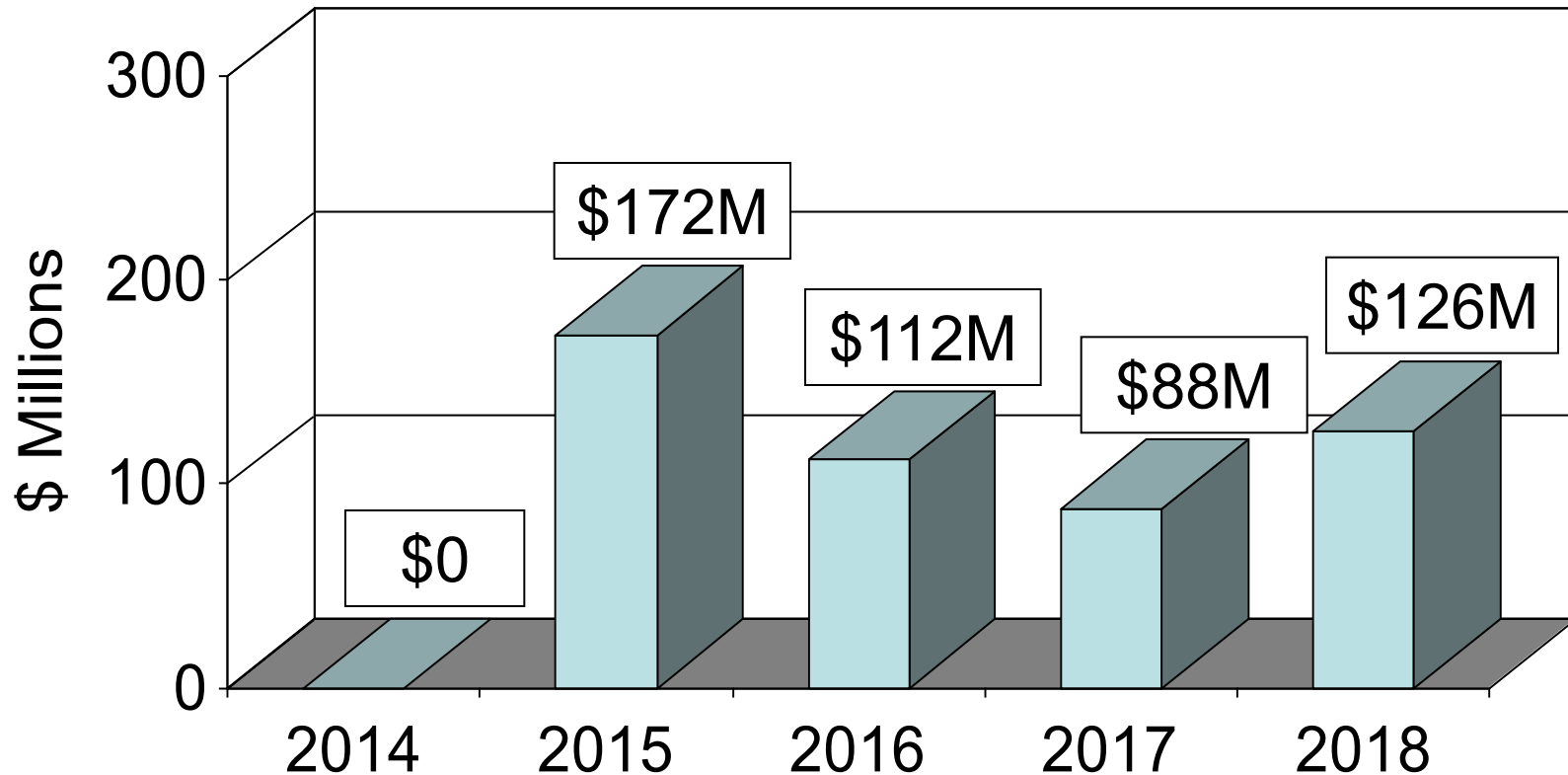
Unfunded Capital Projects, by years

	Capital Plan (\$'M)	Available Fund (\$'M)	Surplus/(Shortfall) (\$'M)
2015	502	329	(173)
2016	368	256	(112)
2017	344	256	(88)
2018	380	254	(126)
2019	146	254	108
TOTAL	1,740	1,349	(391)

Available fund based on no tax increases strategy and debt max. 85%

*Excluding ACF funded projects

Unfunded Capital Projects Summary



*Excluding ACF funded projects

Alternative Capital Financing (ACF)

- ACF needs to be considered for funding future Capital Projects
- No specific funding for projects to be considered under ACF for 2013
- Full Impact of ACF funding on debt is not incorporated

Potential Alternative Capital Financing Projects

2014

- Anzac Waste Water Treatment Plant Outfall Line; Pre-design and Design
- Fort McMurray Waste Water Treatment Plant Facility Process Improvements; Pre-design and Construction
- Green Energy/Utility Distribution Systems; Pre-design, Design and Construction
- Landfill Eco Park Service; Design and Construction
- North Waste Heat Capture and Creation; Pre-design and Design

Potential Alternative Capital Financing Projects

2014, cont'd

- Northern Utility Corridor; Pre-Design, Design and Construction
- Regional Green Energy – Zero Waste (remote sites) *
- South Regional Reversible Effluent Pipeline; Design and Construction *
- South Utility Corridor; Construction
- Intelligent City Infrastructure; Pre Construction (City Centre)

*to be considered for municipal funding, may not be viable for ACF

Potential Alternative Capital Financing Projects

2015

- South Regional Wastewater Treatment Facility; Construction
- North Waste Heat Capture and Creation; Construction
- Fort MacKay Waste Water Treatment Plant; Design
- Sports & Entertainment Arena; Construction (City Centre)
- Intelligent City Infrastructure; Pre Construction (City Centre)
- Northside Recreation Centre; Construction

Potential Alternative Capital Financing Projects

2016

- Fort MacKay Waste Water Treatment Plant; Construction
- Parking Garage in Entertainment District; Construction (City Centre)
- Civic Centre – City Hall *
- Civic Centre – City Offices *
- Civic Centre – Underground Parking *

*Cost Estimates/cash flow not yet provided

2014 Proposed Budget and Financial Plan

Debt Overview

November 12, 2013

Debt Overview

2012 Actual Debt – Outstanding	\$347.3M
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2012 Committed Debt	\$731.7M
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2013 Actual Debt	\$332.2M
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2013 Committed Debt	\$966.0M
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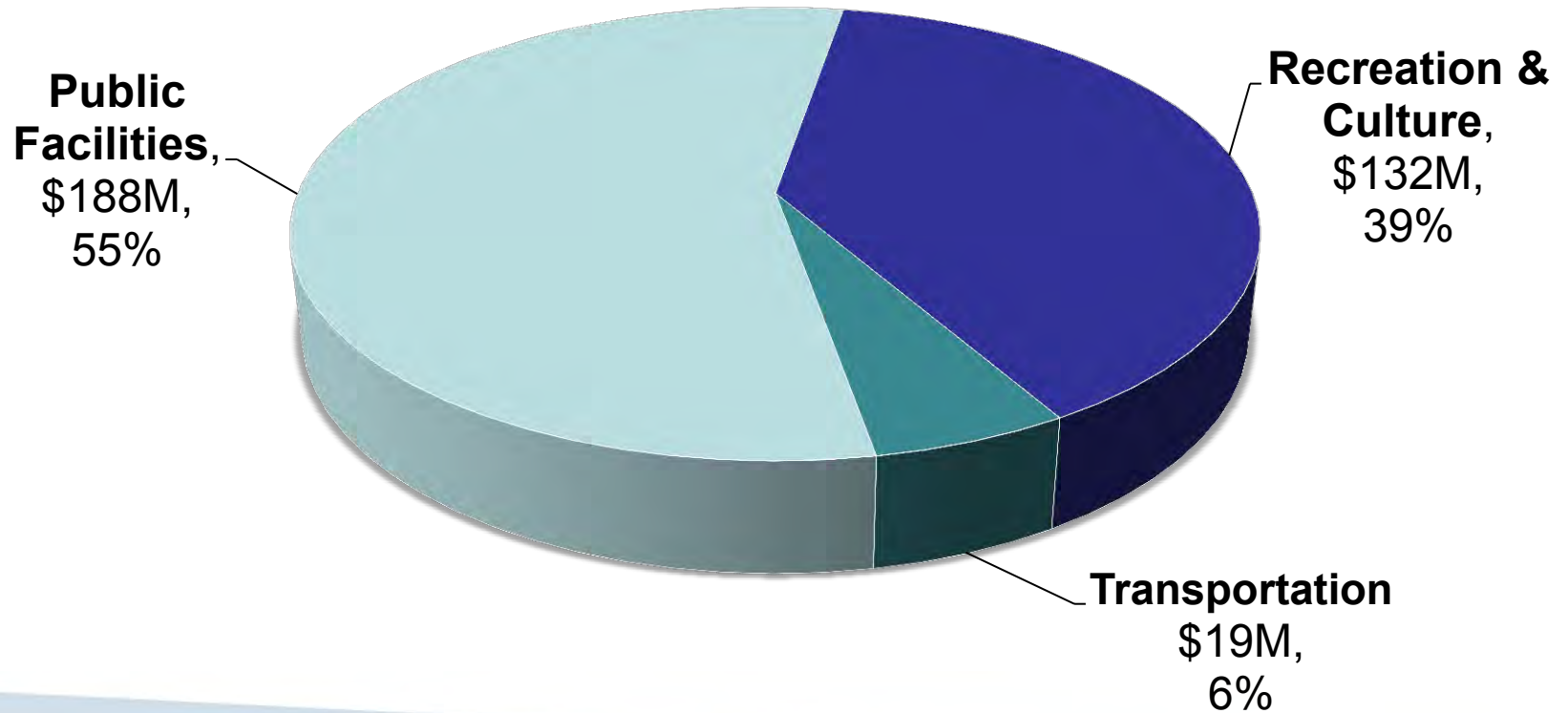
2014 Actual Debt	\$317.0M
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2014 Committed Debt	\$1,129.1M
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2013 and 2014 - Estimated

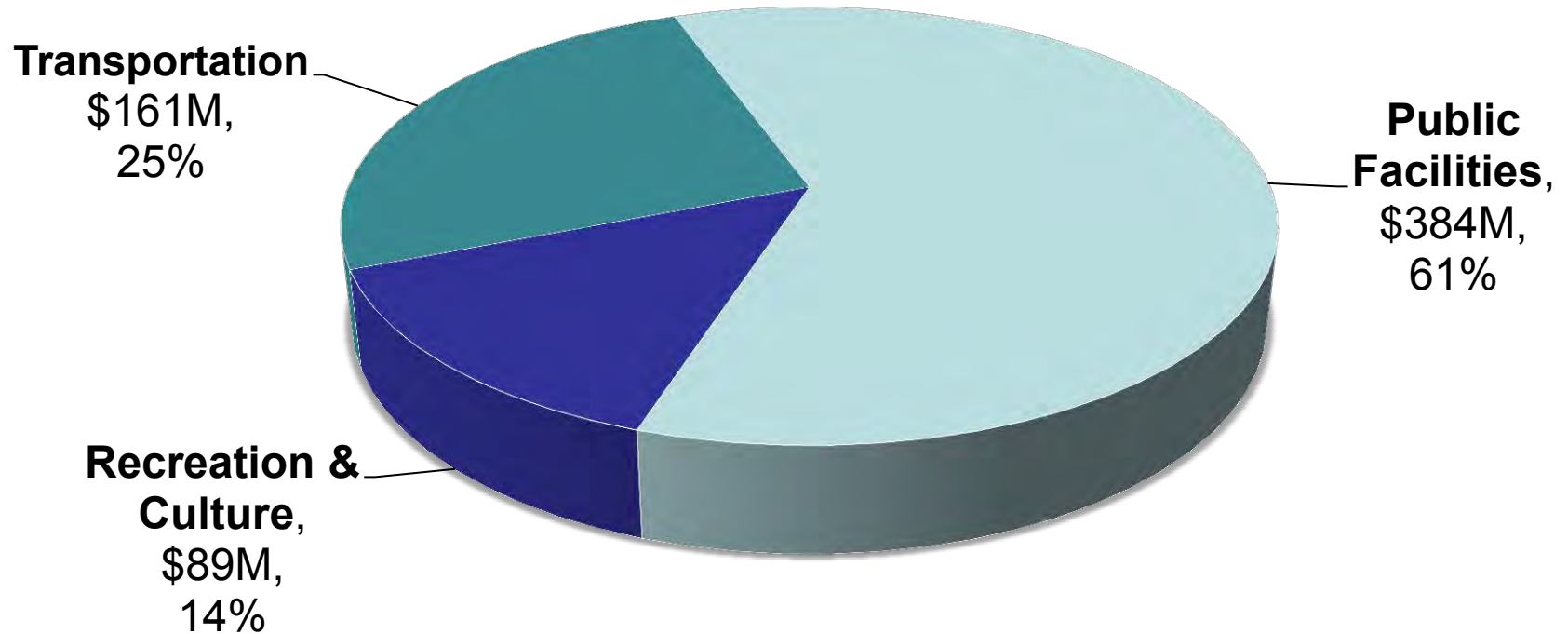
Debt Overview

Actual Debt - by Category 'M



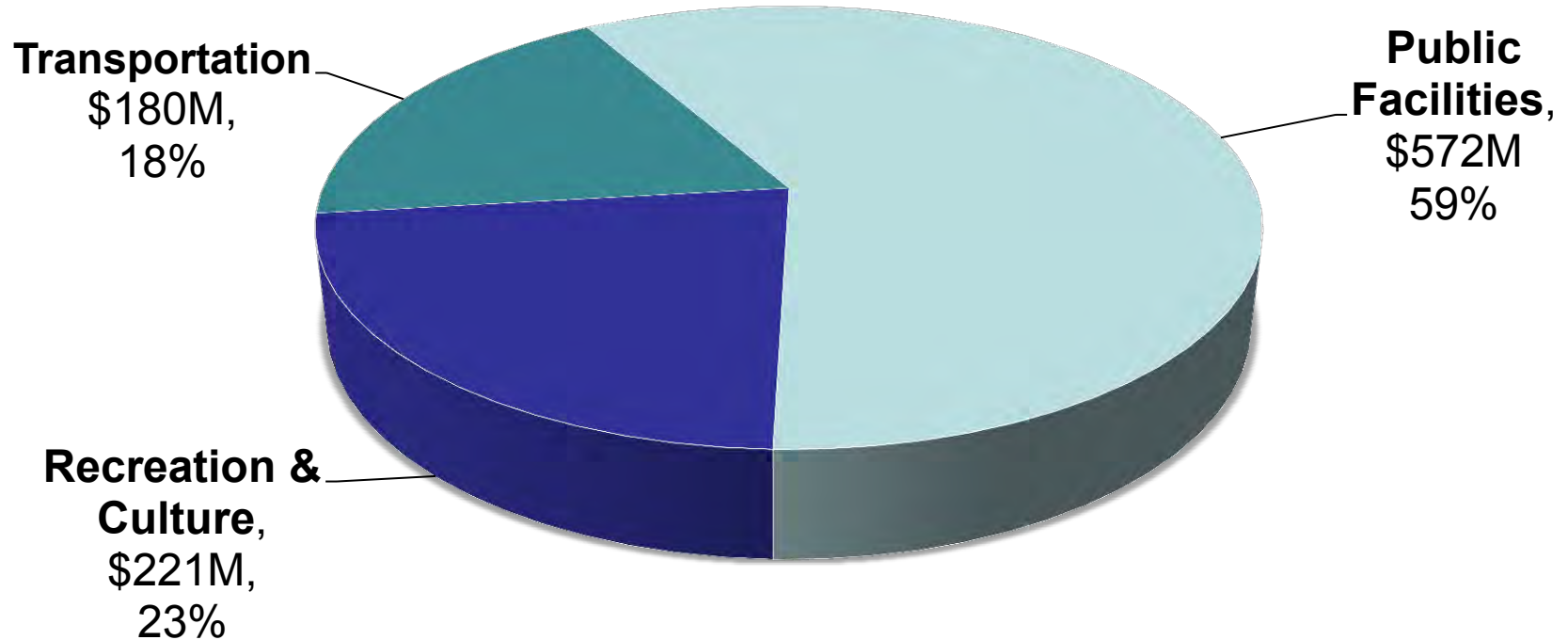
Debt Overview

Undrawn Debt - by Category 'M



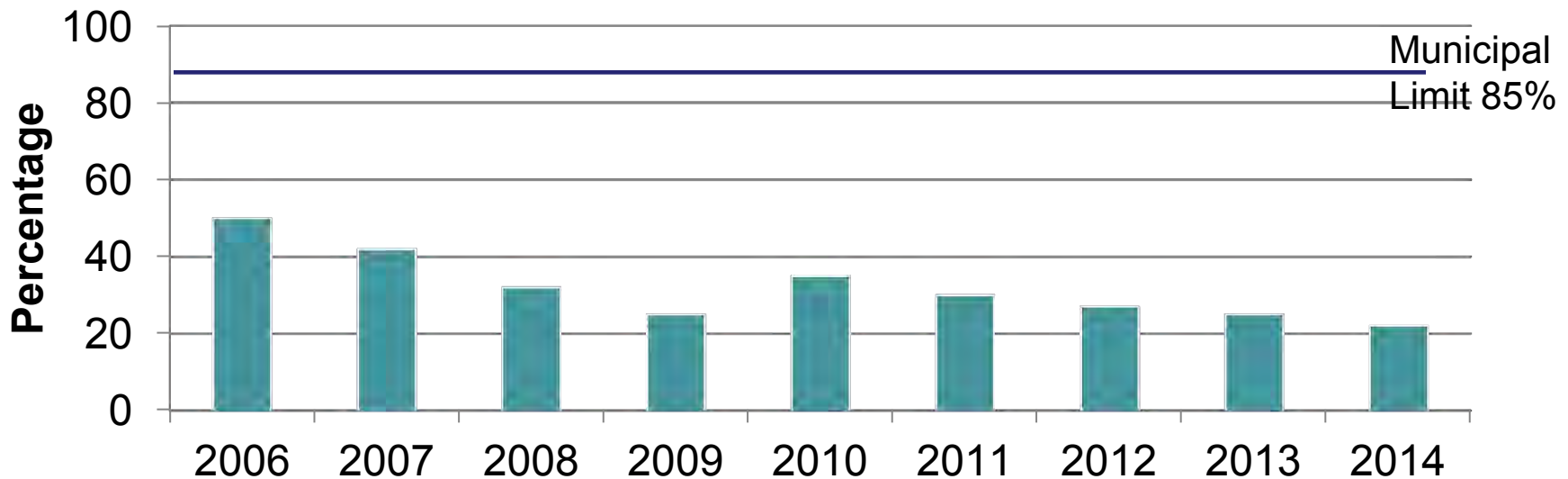
Debt Overview

Total/Committed Debt - by category 'M



Actual Debt %

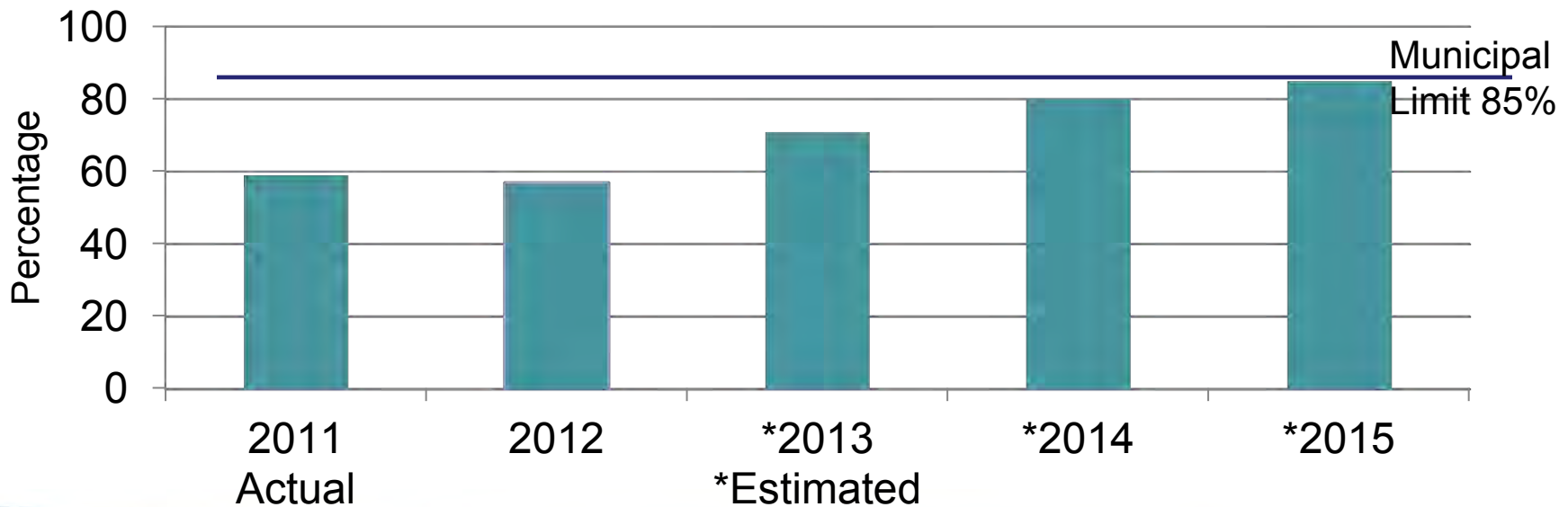
- The *Municipal Government Act* (MGA) debt limit is 2.0 X revenue
- The Municipality's current debt limit is established at 85% of the MGA limit



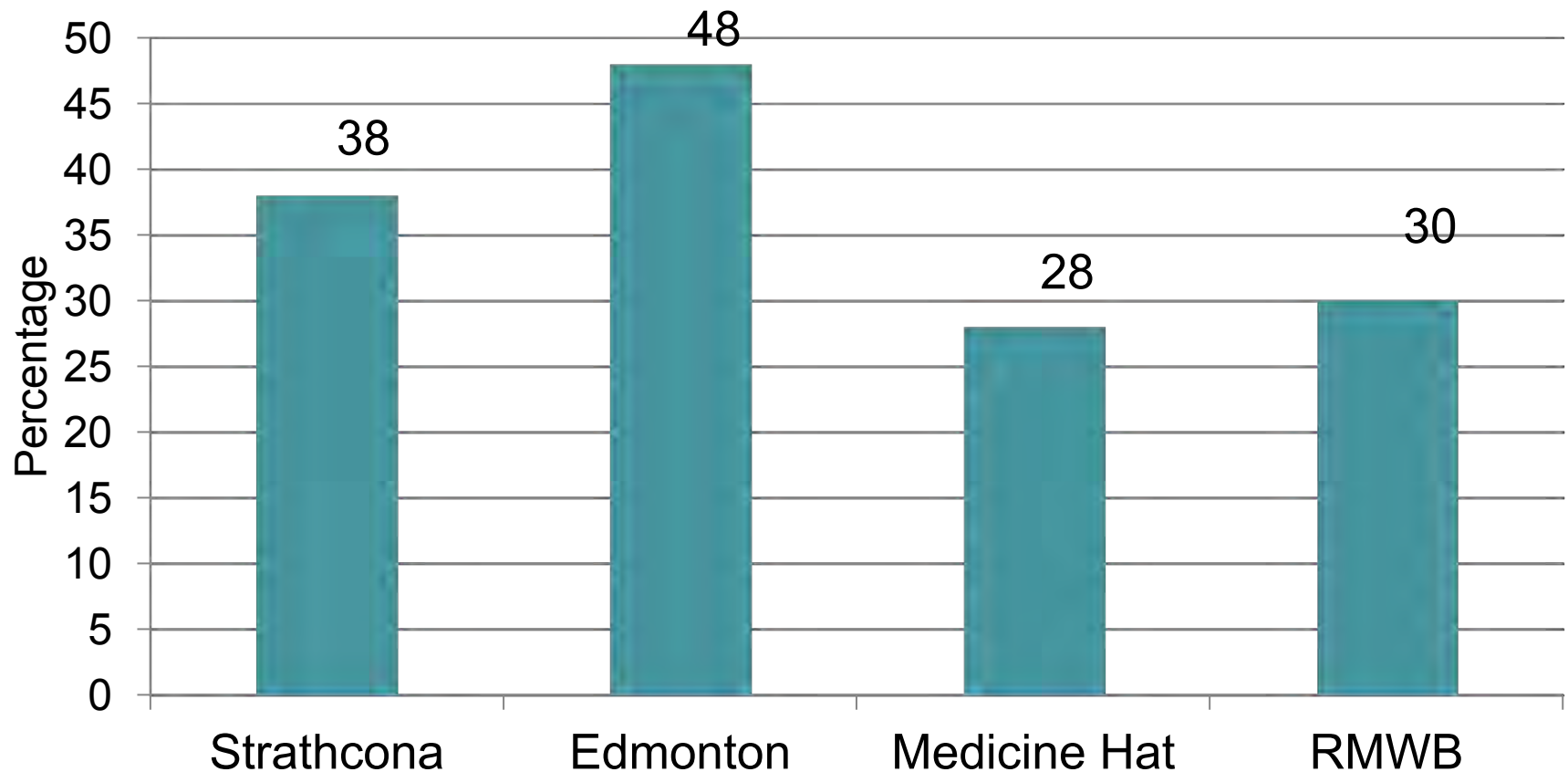
2013 and 2014 - Estimated

Committed Debt %

- The *Municipal Government Act* (MGA) debt limit is 2.0 X revenue
- Municipality's current debt limit is established at 85% of the MGA limit

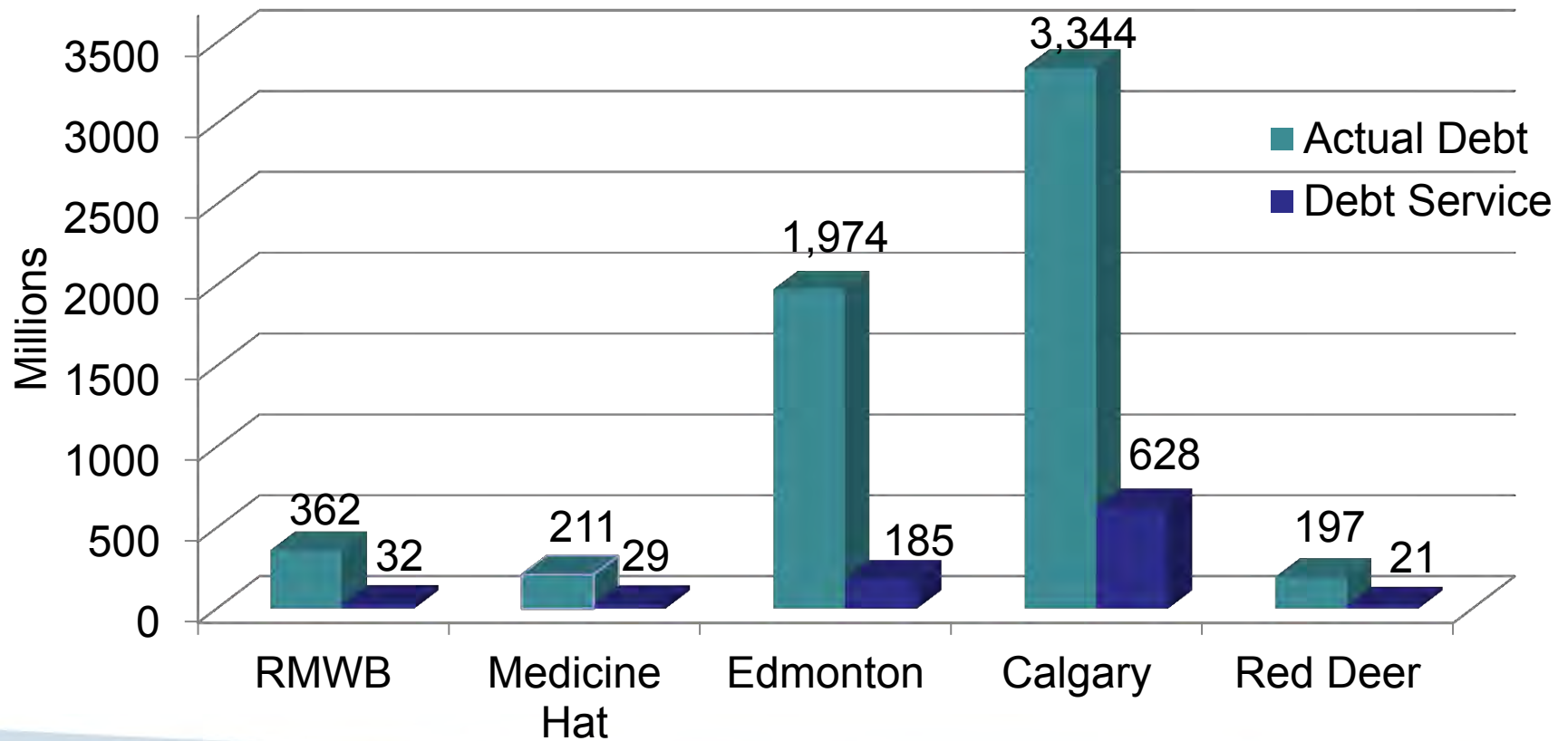


Actual Debt % Comparison



Source: 2011 data on the Municipal Affairs website

Debt and Debt Service Comparison



2011 available data on the Municipal Affairs website

Debt Service

Actual Debt Service 2011	\$32,790,631
Actual Debt Service 2012	\$32,011,669
Budgeted Debt Service 2013	\$32,011,669
Projected Debt Service 2013 *	\$31,431,500
Budgeted Debt Service 2014	\$30,810,500

Actual debt borrowing not anticipated for 2014

* Sept. 2013 Projection

2014 Proposed Budget and Financial Plan

Next Steps

November 12, 2013

Budget Management and Next Steps

- Council Workshop and Public Information Session
- Debenture Bylaw approvals by Council early 2014
- Flexibility to manage within approved budget in 2014
- Update Fiscal Management Strategy in 2014
- 2014 Property Tax Rate Bylaw

2014 Proposed Budget and Financial Plan

Expanding Financing and Funding Options Delivery of Big Plans

November 12, 2013

Subject: 2014 Proposed Budget and Financial Plan**APPROVALS:**

Kola Oladimeji, Executive Director
Glen Laubenstein, Chief Administrative Officer

Administrative Recommendations:

1. THAT subject to the passing of council Committees Bylaw No. 13/038, the 2014 Proposed Budget and Financial Plan be forwarded to the Audit and Budget Committee for review and final budget recommendation to Council; and
2. THAT a Budget Workshop be held on November 15, 16 and 18, 2013.

Summary:

Section 247 of the *Municipal Government Act* requires that every Alberta municipality approve a budget prior to passing a property tax bylaw in respect of the year. It is advantageous for a municipality to approve a budget prior to the start of the budget year to avoid delays or disruptions in planned activities for the upcoming year.

Background:

The proposed 2014 Budget and Financial Plan have been developed under the theme, “Expanding Financing and Funding Options – Delivery of Big Plans”. Building on the strategic financial investments made in 2013, this is the third installment in a series of funding allocations aimed at implementing the Municipal Development Plan, the 2012 to 2016 Strategic Plan and the City Centre Area Redevelopment Plan.

The municipal budget allocation model and process continue to evolve and adapt to our ever-changing environment. The budget document includes consolidated operating and capital budget information.

Upon review, discussion and final recommendations, the budget is slated for presentation for Council approval on December 10, 2013, following a month of engagements between Council and Administration as well as Public Information Session for the residents. Public awareness will be achieved through a number of means:

- Public presentation of the proposed budget at a Council meeting on November 12, 2013
- Print electronic media press releases
- Posting the proposed budget and financial plan on the municipal website
- Dedicated email and telephone options for members of the public to engage both Council and Administration
- A series of public budget workshops for Council deliberation of the budget and financial plan
- Public information session to be conducted by Administration

The 2014 Proposed Budget and Financial Plan provide base information that will be used to develop the 2015 – 2016 Fiscal Management Strategy in early 2014. This fiscal strategy update will in turn form the 2014 property tax bylaw development process.

Budget/Financial Implications:

The financial parameters placed on the 2014 Proposed Budget and Financial Plan are based on the principles contained in the 2013 – 2015 Fiscal Management Strategy (“Strategy”) previously approved by Council. The Strategy established the following guidelines:

- Assume property tax ‘revenue neutral’ plus construction growth philosophy for all property classes in preparing 2014 – 2015 budgets - no tax increases.
- Establish a maximum balance of 15% of prior years’ audited net property taxes, subject to a minimum uncommitted balance of \$50M in the Emerging Issues Reserve to mitigate property tax revenue risks.
- Continue the philosophy of maintaining a minimum uncommitted balance of \$50M in the Capital Infrastructure Reserve.
- Maintain debt and debt service limits at a maximum of 85% of Municipal Government Act limits.

In order to meet projected spending over the next five years for the capital improvement programs, the Municipality will need to continue to expand and vary its capital finance sources and policy options relative to utilities, recreation, transit and parking. Detailed analysis of financial impacts and options will come forward as part of the 2014 – 2016 Fiscal Management Strategy update in early 2014.

Rationale for Recommendation:

The presentation of the 2014 Proposed Budget and Financial Plan represents Administration’s recommendation as the budget transitions to Council. The next step in the budget process includes incorporating changes as identified by Council and presenting a final budget and financial plan for Council approval on December 10, 2013.

Attachments:

1. 2014 Proposed Operating Budget and Financial Plan – November 12, 2013
2. 2014 Proposed Capital Budget – November 12, 2013
3. 2014 Proposed Capital Budget – Multi-Year in Progress Cash Flow
4. 2014 Proposed Capital Budget – First Year of Multi-Year Projects Cash Flow, November 12, 2013
5. 2014 Unfunded Capital Projects
6. 2015 – 2019 Capital Plan – November 12, 2013

REGIONAL MUNICIPALITY OF WOOD BUFFALO

2014 Proposed Operating Budget, 2015 and 2016 Financial Plan - November 12, 2013

[illegible]

Legend

Other than first year of a multi-year project

First year of a pre-approved multi-year project - Construction Phase

First year of a multi-year project

Single year project

1-4 - Ward

5 - Regional (municipality-wide)

9 - Multi-rural

Dept.	Year of original budget	Project Name	Location / Ward	Total Annual Cost	Grants	Reserve	Offsite Levy / Developer Charges	Debenture Financing
AS	2006	Records Management	5	350,000		350,000		
AS	2011	Regional Geomatics Program	5	2,500,000		2,500,000		
CC	2013	District Energy System - Construction	1	14,509,000		14,509,000		
CC	2013	Water / Waste - City Centre Construction	1	1,200,000				1,200,000
CC	2013	Water / Waste Pre-Construction	1	1,300,000		1,300,000		
ES	2012	Abasand Heights Pumphouse Upgrades - Pre-Design & Design	1	430,000		430,000		
ES	2007	Anzac WWTP and Effluent Pipeline	4	11,000,000	11,000,000			
ES	2013	Fort Chipewyan WTP Upgrade - Design	2	100,000		100,000		
ES	2013	Janvier Sewage Lagoon Upgrade - Design	4	1,000,000		1,000,000		
ES	2008	Lift Station Upgrades (South)	1	2,400,000				2,400,000
ES	2013	Lower Townsite 4 Way Chamber - Construction	1	5,000,000				5,000,000
ES	2013	Regional SCADA WAN - Construction	5	1,000,000		1,000,000		
ES	2013	South East 881 Water Supply Line - Predesign & Design	4	5,000,000		5,000,000		
ES	2012	South Regional Waste Water Treatment Facility - Pre-Design	1	500,000		500,000		
ES	2013	Urban Infrastructure Rehabilitation 2014 - 2016 Predesign & Design	1	1,000,000		1,000,000		
IT	2007	Enterprise Resource Planning Solution	5	16,900,000		16,900,000		
CC	2013	Arts and Events - Construction	1	1,200,000				1,200,000
CC	2012	Jubilee Plaza Design and Construction	1	8,919,917		8,919,917		
CC	2013	Snye Park System - Construction	1	23,000,000				23,000,000
CC	2013	Sports & Entertainment Centre - Pre-Construction	1	16,600,000				16,600,000
CS	2013	Conklin Multiplex - Construction	4	4,500,000				4,500,000
CS	2013	Fort Chipewyan Swimming Pool - Construction	2	9,000,000				9,000,000
CS	2012	MacDonald Island Park Expansion Grant	1	25,000,000		25,000,000		
CS	2013	MacDonald Island Utility Expansion Construction	1	11,500,000				11,500,000
PO	2013	Rural Community Placemaking - Anzac	4	1,230,000		1,230,000		
PO	2013	Rural Community Placemaking - Conklin	4	685,000		685,000		
PO	2011	Rural Community Placemaking - Fort Chipewyan	2	2,200,000		2,200,000		
PO	2013	Rural Community Placemaking - Janvier	4	685,000		685,000		
PO	2013	Rural Community Placemaking-Gregoire Lake Estates	4	685,000		685,000		
CC	2013	City Centre Downtown Core Streetscapes - Construction	1	3,300,000				3,300,000
CC	2013	Fraser Av. and McLeod St. Extension - Design and Construction	1	1,100,000		1,100,000		
CC	2013	MacDonald Island Bridge Construction	1	40,000,000				40,000,000
CC	2013	Parking Garage Entertainment District Pre-Construction	1	2,100,000		2,100,000		
CC	2013	Surface Parking Relocation/Improvement - Construction	1	2,600,000				2,600,000
CC	2013	Surface Parking Relocation/Improvements Pre-Construction	1	1,300,000		1,300,000		

Dept.	Year of original budget	Project Name	Location / Ward	Total Annual Cost	Grants	Reserve	Offsite Levy / Developer Charges	Debenture Financing
ENG	2008	Prairie Loop Boulevard	1	9,556,567				9,556,567
PO	2013	Fort Chipewyan Richardson River Bridge Replacement - Construction	2	2,100,000				2,100,000
PO	2013	Rural Infrastructure Rehabilitation - Construction	9	5,000,000				5,000,000
PO	2012	Transit Bus Replacement 2012-2014	1	935,000	935,000			
PO	2013	Transit Facility Construction Green Trip Project	1	27,887,500	3,100,000	24,787,500		
Subtotal				265,272,984	15,035,000	113,281,417	-	136,956,567
CC		Clearwater Park System (Riverside Park System) - Remediation	1	14,300,000		14,300,000		
CC		Flood Protection - Construction	1	13,000,000		8,000,000		5,000,000
ES		Beacon Hill Outfall and Pipeline Upgrades - Construction	1	6,000,000		6,000,000		
ES		Fort Chipewyan WTP Upgrade - Construction	2	1,000,000		1,000,000		
ES		Fort MacKay Water Treatment Plant Capacity Upgrades- Construction	2	1,500,000		1,500,000		
ES		Material Recovery Facility Expansion Construction	5	2,500,000		2,500,000		
ES		Southwest Water Supply Line Phase 1 - Construction	1	8,000,000		8,000,000		
ES		Urban Infrastructure Rehabilitation 2014-2016 Construction	1	40,000,000	13,000,000			27,000,000
PO		Building Life Cycle	5	4,100,000		4,100,000		
CC		Borealis Park Construction	1	8,600,000		8,600,000		
CC		Clearwater Park System (Riverside Park System) - Construction	1	3,200,000		3,200,000		
CC		Waterways & Horse Pasture Park - Design & Construction	1	1,500,000		1,500,000		
PO		Active Transportation Trail 2014-2016- Construction	1	2,700,000		2,700,000		
CC		Gateways Construction	1	3,000,000		3,000,000		
CC		Signage & Wayfinding - Construction	1	1,800,000		1,800,000		
PO		Snow Storage / Reclamation Facility - Construction	1	10,000,000		5,000,000	5,000,000	
Subtotal				121,200,000	13,000,000	71,200,000	5,000,000	32,000,000
CC		Flood Protection - Pre-Construction	1	5,000,000		5,000,000		
PO		Tolen Drive Bridge Replacement including Removal of Saprae Creek Trest	5	2,040,000		2,040,000		
RES		Saprae Creek Fire Hall Expansion - Design	3	200,000		200,000		
CS		Vista Ridge 2014-2016 - Capital Grant	3	6,575,000		6,575,000		
PO		Active Transportation Trail 2014-2016- Design	1	300,000		300,000		
CC		City Centre Downtown Core Streetscapes - Pre-Construction	1	2,200,000		2,200,000		
CC		Fraser and Manning Pre-Construction	1	500,000		500,000		
CC		Gateways Pre-Construction	1	500,000		500,000		
PO		Specialized Transit Bus New Purchases & Replacements 2014-2018	1	290,000		290,000		
PO		Transit Bus Refurbish Program	1	841,500		841,500		
Subtotal				18,446,500	-	18,446,500	-	-
EDSS		Heavy Equipment Additions 2014	5	6,558,000		6,558,000		
EDSS		Heavy Equipment Replacements 2014	5	130,000		130,000		

Dept.	Year of original budget	Project Name	Location / Ward	Total Annual Cost	Grants	Reserve	Offsite Levy / Developer Charges	Debenture Financing
EDSS		Light Equipment Additions 2014	5	925,000		925,000		
EDSS		Light Equipment Replacements 2014	5	175,000		175,000		
ENG		River Bank Protection - PreDesign	1	500,000		500,000		
ES		Contaminated Soil Land Farm Construction	5	3,000,000		3,000,000		
ES		Fire Supression in Fleet Building - Regional Landfill	5	1,250,000		1,250,000		
ES		Flood Control - Pumps, Hoses, Dams	1	500,000		500,000		
ES		Fort Chipewyan Sewer Line Extension - PreDesign	2	300,000		300,000		
ES		Fort MacKay Water Treatment Plant Capacity Upgrades- Design	2	500,000		500,000		
ES		Grayling Terrace Lift Station Assessment and Design - Pre-Design and De	1	500,000		500,000		
ES		Heated Storage Facility for Water Haul Trucks	9	418,000		418,000		
ES		Landfill Gas Management System Pre-design and Design - Regional Landf	5	400,000		400,000		
ES		Leachate Treatment Management	5	1,500,000		1,500,000		
ES		Material Recovery Facility Expansion Pre-Design and Detail Design	5	500,000		500,000		
ES		Saline Watermain from Hardin Street to King Street Booster Station - Cons	3	14,000,000			5,000,000	9,000,000
ES		Southeast Reservoir Upgrade- Design	1	1,000,000		1,000,000		
ES		Tipping Pad Construction	5	1,300,000		1,300,000		
ES		Tipping Pad Pre-Design and Design	5	100,000		100,000		
PO		Gregoire Lake Estates - Road Side Drainage - Construction	4	2,700,000		2,700,000		
PO		Gregoire Lake Estates - Road Side Drainage - Design	4	300,000		300,000		
RES		Ambulances Fleet Replacement 2014 (2)	2	450,000		450,000		
RES		Anzac Fire Hall - Design	4	560,000		560,000		
RES		Dangerous Goods Unit	5	500,000		500,000		
RES		Fire Hall #6 Pre-Design and Design	1	1,120,000		1,120,000		
RES		Fort MacKay Fire Hall - Design	2	800,000		800,000		
RES		RES Light Vehicle Fleet Replacement (4 vehicles) 2014	2	200,000		200,000		
RES		Rural and Urban Emergency Vehicle - Replacement for Pumper Truck 307	2	750,000		750,000		
RES		SCBA Technician/ Inventory Control Truck	5	50,000		50,000		
CC		Borealis Park Pre-Construction	1	2,800,000		2,800,000		
CS		Casman Centre Generator 2014	1	310,000		310,000		
CS		Casman Centre Roof Replacement	1	900,000		900,000		
CS		Frank Lacroix Arena Generator 2014	1	135,000		135,000		
CS		MacDonald Island Park 2014 - Capital Grant	1	5,499,758		5,499,758		
CS		Ross Hennigar / Ron Morgan Park Upgrades 2014	1	2,500,000		2,500,000		
PO		Birchwood Trail Pedestrian Bridge - Pre-Design	1	300,000		300,000		
PO		Community Playgrounds (Eagle Ridge, Janvier, Chad Matthies/St. Gabriel	5	1,075,000		1,075,000		
PO		Fort Chipewyan Community Garden	2	200,000		200,000		
PO		Fort McMurray Bike Park - Construction	1	2,000,000	2,000,000			
PO		Sports Fields and Park Upgrades	1	4,600,000		4,600,000		
PO		Tennis Court Resurfacing	1	1,500,000		1,500,000		

Dept.	Year of original budget	Project Name	Location / Ward	Total Annual Cost	Grants	Reserve	Offsite Levy / Developer Charges	Debenture Financing
PO		Back of Curb Treatments at the King St. Traffic Circle and Along Gregoire I	1	1,300,000		1,300,000		
PO		Christina River Bridge Construction	4	2,000,000		2,000,000		
PO		Christina River Bridge Design	4	500,000		500,000		
PO		Intelligent Bus Transit System (IBTS)	1	6,150,000		6,150,000		
PO		Traffic Signal Upgrades & Installation 2014	5	700,000		700,000		
Subtotal				73,455,758	2,000,000	57,455,758	5,000,000	9,000,000
Total Proposed 2014 Projects				478,375,242	30,035,000	260,383,675	10,000,000	177,956,567

Legend

Other than first year of a multi-year project

1-4 - Ward

5 - Regional (municipality-wide)

9 - Multi-rural

Major Category	Approval Year	Dept.	Project Name	Location / Ward	2013 & Prior Approved	2014 Request	2015 Request	2016 Request	2017 Request	2018 Request	Thereafter	Total
A - Original budget/cash flow as approved by Council & Fiscal Policy												
2a - Ongoing multi-year projects with cash flow changes to 2014												
1	Public Facilities	2012	ES	Abasand Heights Pumphouse Upgrades - Pre-Design & Design	1	700,000	-	-	-	-	-	700,000
2	Public Facilities	2007	ES	Anzac WWTP & Effluent Pipeline	4	44,000,000	-	-	-	-	-	44,000,000
3	Recreation & Culture	2013	CC	Arts and Events - Construction	1	2,279,678	1,565,379	-	-	1,612,341	3,773,659	9,231,057
4	Public Facilities	2013	CC	Business Incubator - Construction	1	-	2,000,000	2,000,000	-	-	-	4,000,000
5	Transportation	2013	CC	City Centre Downtown Core Streetscapes - Construction***	1	1,583,110	1,630,603	1,679,521	-	-	7,358,827	12,252,061
6	Recreation & Culture	2013	CC	Civic Centre - Festival Plaza Pre-Construction	1	2,431,063	2,503,995	-	-	-	-	4,935,058
7	Recreation & Culture	2013	CS	Conklin Multiplex - Construction	4	15,000,000	25,000,000	-	10,000,000	-	-	50,000,000
8	Public Facilities	2012	ES	Conklin Sewage Lagoon Upgrade - Construction	4	25,000,000	10,000,000	-	-	-	-	35,000,000
9	Public Facilities	2013	CC	District Energy System - Construction	1	10,000,000	4,000,000	-	-	-	-	14,000,000
10	Public Facilities	2007	IT	Enterprise Resource Planning Solution	5	29,564,000	9,800,000	6,800,000	-	-	5,200,000	51,364,000
11	Recreation & Culture	2013	CS	Fort Chipewyan Swimming Pool - Construction	2	3,000,000	14,000,000	10,000,000	-	-	-	27,000,000
12	Public Facilities	2013	ES	Fort Chipewyan WTP Upgrade - Design	2	1,000,000	1,500,000	-	-	-	-	2,500,000
13	Transportation	2013	CC	Fraser Av. and McLeod St. Extension - Design and Construction	1	2,500,000	1,098,000	-	-	-	-	3,598,000
14	Public Facilities	2013	ES	Janvier Sewage Lagoon Upgrade - Design	4	500,000	-	-	-	-	-	500,000
15	Public Facilities	2013	CC	Jubilee Centre/McMurray Experience Construction	1	5,000,000	6,500,000	-	-	-	-	11,500,000
16	Recreation & Culture	2012	CC	Jubilee Plaza Design and Construction**	1	14,344,117	-	-	-	-	-	14,344,117
17	Public Facilities	2008	ES	Lift Station Upgrades (South)	1	16,331,680	-	-	-	-	-	16,331,680
18	Public Facilities	2013	ES	Lower Townsite 4 Way Chamber - Construction	1	5,000,000	8,000,000	-	-	-	-	13,000,000
19	Recreation & Culture	2012	CS	MacDonald Island Park Expansion Grant	1	100,000,000	29,000,000	2,000,000	-	-	-	131,000,000
20	Recreation & Culture	2013	CS	MacDonald Island Utility Expansion Construction	1	19,000,000	-	-	-	-	-	19,000,000
21	Transportation	2013	CC	Parking Garage Entertainment District Pre-Construction	1	11,216,782	7,605,740	-	-	-	-	18,822,522
22	Recreation & Culture	2013	CC	Performing and Visual Arts Center Pre-Construction	1	300,000	-	18,914,389	10,759,768	-	-	29,974,157
23	Transportation	2008	ENG	Prairie Loop Boulevard	1	79,595,000	550,000	-	-	-	-	80,145,000
24	Public Facilities	2006	AS	Records Management	5	2,773,250	1,166,000	230,000	-	-	160,000	4,329,250
25	Public Facilities	2013	ES	Regional SCADA WAN - Construction	5	500,000	1,000,000	-	500,000	-	-	2,000,000
26	Recreation & Culture	2011	PO	Rural Community Placemaking - Fort Chipewyan	2	2,800,000	-	-	-	-	-	2,800,000
27	Recreation & Culture	2013	PO	Rural Community Placemaking-Gregoire Lake Estates	4	115,000	500,000	-	-	-	-	615,000
28	Public Facilities	2013	PO	Rural Infrastructure Rehabilitation - Construction	9	20,000,000	5,000,000	-	-	-	-	25,000,000
29	Public Facilities	2013	CC	Safety/Security Facility - City Centre Construction	1	-	5,811,940	11,972,596	12,331,774	-	-	30,116,310
30	Recreation & Culture	2013	CC	Snye Park System - Construction	1	14,878,107	22,986,676	-	-	-	-	37,864,783
31	Public Facilities	2013	ES	South East 881 Water Supply Line - Predesign & Design	4	500,000	2,300,000	-	-	-	-	2,800,000
32	Public Facilities	2012	ES	South Regional Waste Water Treatment Facility - Pre-Design	1	2,500,000	-	-	-	-	-	2,500,000
33	Recreation & Culture	2013	CC	Sports & Entertainment Centre - Pre-Construction	1	2,327,299	24,739,473	-	-	-	-	27,066,772
34	Transportation	2013	CC	Surface Parking Relocation/Improvement - Construction	1	1,775,960	5,467,262	4,317,042	2,223,276	-	-	13,783,540
35	Transportation	2013	CC	Surface Parking Relocation/Improvements Pre-Construction	1	500,000	666,910	-	-	-	-	1,166,910
36	Transportation	2012	PO	Transit Bus Replacement 2012-2014	1	2,700,000	900,000	-	-	-	-	3,600,000
37	Public Facilities	2013	ES	Urban Infrastructure Rehabilitation 2014 - 2016 Predesign & Design	1	3,000,000	3,000,000	-	-	-	-	6,000,000
38	Public Facilities	2013	CC	Water / Waste - City Centre Construction	1	-	1,304,485	4,030,851	2,767,857	-	-	8,103,193
39	Public Facilities	2013	CC	Water / Waste Pre-Construction	1	500,000	1,399,732	-	-	-	-	1,899,732
Total Original Budget					443,215,046	200,996,195	61,944,399	38,582,675	1,612,341	11,132,486	5,360,000	762,843,142

Major Category	Approval Year	Dept.	Project Name	Location / Ward	2013 & Prior Approved	2014 Request	2015 Request	2016 Request	2017 Request	2018 Request	Thereafter	Total
B - Revised budget/cash flow												
2b - Ongoing multi-year projects with cash flow changes in 2014												
1	Public Facilities	2012	ES	Abasand Heights Pumpohouse Upgrades - Pre-Design & Design	1	270,000	430,000	-	-	-	-	700,000
2	Public Facilities	2007	ES	Anzac WWTP and Effluent Pipeline	4	29,439,588	11,000,000	6,000,000	5,000,000	-	-	51,439,588
3	Recreation & Culture	2013	CC	Arts and Events - Construction	1	2,279,678	1,200,000	1,200,000	1,200,000	1,300,000	1,300,000	8,479,678
4	Public Facilities	2013	CC	Business Incubator - Construction	1	-	-	1,800,000	7,900,000	-	-	9,700,000
5	Transportation	2013	CC	City Centre Downtown Core Streetscapes - Construction	1	1,583,110	3,300,000	17,700,000	19,000,000	18,400,000	14,300,000	100,883,110
6	Recreation & Culture	2013	CC	Civic Centre - Festival Plaza Pre-Construction	1	2,431,063	-	-	1,251,000	1,251,000	-	4,933,063
7	Recreation & Culture	2013	CS	Conklin Multiplex - Construction	4	15,000,000	4,500,000	20,000,000	10,500,000	-	-	50,000,000
8	Public Facilities	2012	ES	Conklin Sewage Lagoon Upgrade - Construction	4	25,000,000	-	10,000,000	-	-	-	35,000,000
9	Public Facilities	2013	CC	District Energy System - Construction	1	12,786,204	14,509,000	-	-	-	-	27,295,204
10	Public Facilities	2007	IT	Enterprise Resource Planning Solution	5	22,168,043	16,900,000	6,800,000	1,200,000	1,000,000	-	51,068,043
11	Recreation & Culture	2013	CS	Fort Chipewyan Swimming Pool - Construction	2	3,000,000	9,000,000	15,000,000	-	-	-	27,000,000
12	Public Facilities	2013	ES	Fort Chipewyan WTP Upgrade - Design	2	1,000,000	100,000	1,400,000	-	-	-	2,500,000
13	Transportation	2013	CC	Fraser Av. and McLeod St. Extension - Design and Construction	1	2,500,000	1,100,000	-	-	-	-	3,600,000
14	Public Facilities	2013	ES	Janvier Sewage Lagoon Upgrade - Design	4	500,000	1,000,000	-	-	-	-	1,500,000
15		2013	CC	Jubilee Centre/McMurray Experience Construction	1	5,000,000	-	-	-	-	-	5,000,000
16	Recreation & Culture	2012	CC	Jubilee Plaza Design and Construction**	1	8,000,000	8,919,917	-	-	-	-	16,919,917
17	Public Facilities	2008	ES	Lift Station Upgrades (South)	1	16,331,680	2,400,000	-	-	-	-	18,731,680
18	Public Facilities	2013	ES	Lower Townsite 4 Way Chamber - Construction	1	5,000,000	5,000,000	3,000,000	-	-	-	13,000,000
19	Recreation & Culture	2012	CS	MacDonald Island Park Expansion Grant	1	100,000,000	25,000,000	2,000,000	-	-	-	127,000,000
20	Recreation & Culture	2013	CS	MacDonald Island Utility Expansion Construction	1	19,000,000	11,500,000	-	-	-	-	30,500,000
21	Transportation	2013	CC	Parking Garage Entertainment District Pre-Construction	1	246,965	2,100,000	1,900,000	300,000	-	-	4,546,965
22	Recreation & Culture	2013	CC	Performing and Visual Arts Center Pre-Construction	1	300,000	-	16,900,000	9,600,000	-	-	26,800,000
23	Transportation	2008	ENG	Prairie Loop Boulevard	1	80,145,000	9,556,567	9,000,000	-	-	-	98,701,567
24	Public Facilities	2006	AS	Records Management	5	2,185,160	350,000	956,000	250,000	-	-	3,741,160
25	Public Facilities	2013	ES	Regional SCADA WAN - Construction	5	500,000	1,000,000	500,000	-	-	-	2,000,000
26	Recreation & Culture	2011	PO	Rural Community Placemaking - Fort Chipewyan	2	2,800,000	2,200,000	-	-	-	-	5,000,000
27	Recreation & Culture	2013	PO	Rural Community Placemaking-Gregoire Lake Estates	4	115,000	685,000	-	-	-	-	800,000
28	Transportation	2013	PO	Rural Infrastructure Rehabilitation - Construction	9	12,500,000	5,000,000	-	-	-	-	17,500,000
29		2013	CC	Safety/Security Facility - City Centre Construction	1	-	-	-	3,900,000	8,100,000	8,400,000	29,000,000
30	Recreation & Culture	2013	CC	Snye Park System - Construction	1	14,878,107	23,000,000	-	-	-	-	37,878,107
31	Public Facilities	2013	ES	South East 881 Water Supply Line - Predesign & Design	4	500,000	5,000,000	-	-	-	-	5,500,000
32	Public Facilities	2012	ES	South Regional Waste Water Treatment Facility - Pre-Design	1	2,500,000	500,000	5,600,000	-	-	-	8,600,000
33	Recreation & Culture	2013	CC	Sports & Entertainment Centre - Pre-Construction	1	1,006,858	16,600,000	-	-	-	-	17,606,858
34	Transportation	2013	CC	Surface Parking Relocation/Improvement - Construction	1	250,000	2,600,000	2,700,000	2,800,000	2,900,000	1,500,000	12,750,000
35	Transportation	2013	CC	Surface Parking Relocation/Improvements Pre-Construction	1	500,000	1,300,000	-	-	-	-	1,800,000
36	Transportation	2012	PO	Transit Bus Replacement 2012-2014	1	2,700,000	935,000	-	-	-	-	3,635,000
37	Public Facilities	2013	ES	Urban Infrastructure Rehabilitation 2014 - 2016 Predesign & Design	1	3,000,000	1,000,000	3,000,000	-	-	-	7,000,000
38	Public Facilities	2013	CC	Water / Waste - City Centre Construction	1	-	1,200,000	3,600,000	2,500,000	-	-	7,300,000
39	Public Facilities	2013	CC	Water / Waste Pre-Construction	1	500,000	1,300,000	-	-	-	-	1,800,000
Total Revised Budget						395,916,456	190,185,484	129,056,000	65,401,000	32,951,000	25,500,000	877,209,940
Net Change						(47,298,590)	(10,810,711)	67,111,601	26,818,325	31,338,659	14,367,514	114,366,798

* Combined into Anzac WWTP and Effluent Pipeline

** Formerly titled Franklin Square Site Preparation & Construction

*** Formerly titled Central Business District Streetscape - City Centre

Legend

First year of a pre-approved multi-year project - Construction Phase

First year of a multi-year project

1-4 - Ward

5 - Regional (municipality-wide)

9 - Multi-rural

Dept.	Project Name	Location / Ward	2014 Request	2015 Request	2016 Request	2017 Request	2018 Request	Thereafter	Total
1 ES	Fort Chipewyan WTP Upgrade - Construction	2	1,000,000	11,000,000	10,000,000	-	-	-	22,000,000
2 CC	Waterways & Horse Pasture Park - Construction	1	1,300,000	-	13,500,000	7,250,000	-	-	22,050,000
3 ES	Fort MacKay Water Treatment Plant Capacity Upgrades- Construction	2	1,500,000	5,000,000	-	-	-	-	6,500,000
4 CC	Signage & Wayfinding - Construction	1	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	7,200,000	16,200,000
5 ES	Material Recovery Facility Expansion Construction	5	2,500,000	2,500,000	-	-	-	-	5,000,000
6 PO	Active Transportation Trail 2014-2016- Construction	1	2,700,000	4,500,000	1,800,000	-	-	-	9,000,000
7 CC	Gateways Construction	1	3,000,000	-	6,400,000	3,300,000	-	-	12,700,000
8 CC	Clearwater Park System (Riverside Park System) - Construction	1	3,200,000	21,000,000	4,000,000	-	-	-	28,200,000
9 PO	Building Life Cycle	5	4,100,000	4,100,000	4,100,000	4,100,000	4,100,000	-	20,500,000
10 ES	Beacon Hill Outfall and Pipeline Upgrades - Construction	1	6,000,000	9,000,000	-	-	-	-	15,000,000
11 ES	Southwest Water Supply Line Phase 1 - Construction	1	8,000,000	22,000,000	-	-	-	-	30,000,000
12 CC	Borealis Park Construction	1	8,600,000	7,000,000	-	-	-	-	15,600,000
13 PO	Snow Storage / Reclamation Facility - Construction	1	10,000,000	15,000,000	-	-	-	-	25,000,000
14 CC	Flood Protection - Construction	1	13,000,000	36,000,000	24,000,000	36,000,000	41,000,000	-	150,000,000
15 CC	Clearwater Park System (Riverside Park System) - Remediation	1	14,300,000	6,500,000	-	-	-	-	20,800,000
16 ES	Urban Infrastructure Rehabilitation 2014-2016 Construction	1	40,000,000	35,000,000	25,000,000	-	-	-	100,000,000
Subtotal			121,000,000	180,400,000	90,600,000	52,450,000	46,900,000	7,200,000	498,550,000
17 CC	Waterways & Horse Pasture Park - Preconstruction	1	200,000	500,000	1,000,000	750,000	-	-	2,450,000
18 RES	Saprae Creek Fire Hall Expansion - Design	3	200,000	750,000	-	-	-	-	950,000
19 PO	Specialized Transit Bus New Purchases & Replacements 2014-2018	1	290,000	477,000	348,000	382,980	631,917	-	2,129,897
20 PO	Active Transportation Trail 2014-2016- Design	1	300,000	500,000	200,000	-	-	-	1,000,000
21 CC	Fraser and Manning Pre-Construction	1	500,000	1,600,000	1,600,000	-	-	-	3,700,000
22 CC	Gateways Pre-Construction	1	500,000	-	1,200,000	600,000	-	-	2,300,000
23 PO	Transit Bus Refurbish Program	1	841,500	556,920	1,158,388	688,416	447,470	-	3,692,694
24 PO	Tolen Drive Bridge Replacement including Removal of Saprae Creek Tre:	5	2,040,000	2,000,000	-	-	-	-	4,040,000
25 CC	City Centre Downtown Core Streetscapes - Pre-Construction	1	2,200,000	1,300,000	7,100,000	4,900,000	-	-	15,500,000
26 CC	Flood Protection - Pre-Construction	1	5,000,000	3,000,000	2,000,000	2,000,000	1,000,000	-	13,000,000
27 CS	Vista Ridge 2014-2016 - Capital Grant	3	6,575,000	5,460,000	1,150,000	-	-	-	13,185,000
Subtotal			18,646,500	16,143,920	15,756,388	9,321,396	2,079,387	-	61,947,591
Total			139,646,500	196,543,920	106,356,388	61,771,396	48,979,387	7,200,000	560,497,591

	Proposed Start Year	Project Name	2014 Request	2015 Request	2016 Request	2017 Request	2018 Request	Thereafter	Total
Utility Corporation									
1	2014	Anzac Waste Water Treatment Plant Outfall Line - Pre-design and Design	5,000,000	-	-	-	-	-	5,000,000
2	2014	Fort McMurray WasteWater Treatment Plant Facility Process Improvements - Construction	10,000,000	100,000,000	100,000,000	-	-	-	210,000,000
3	2014	Fort McMurray WasteWater Treatment Plant Facility Process Improvements - Pre-design	2,330,000	6,880,000	-	-	-	-	9,210,000
4	2014	Green Energy / Utility Distribution System - Construction	20,000,000	80,000,000	200,000,000	100,000,000	100,000,000	170,000,000	670,000,000
5	2014	Green Energy / Utility Distribution System - Design	10,000,000	20,000,000	20,000,000	10,000,000	10,000,000	10,000,000	80,000,000
6	2014	Green Energy / Utility Distribution System - Pre Design	1,000,000	-	-	-	-	-	1,000,000
7	2014	Landfill Eco Park Service - Construction	17,500,000	80,000,000	30,000,000	-	-	-	127,500,000
8	2014	Landfill Eco Park Service - Design	1,500,000	-	-	-	-	-	1,500,000
9	2014	North Waste Heat Capture and Creation Design & Pre-design	3,200,000	-	-	-	-	-	3,200,000
10	2014	Northern Utility Corridor - Construction	10,000,000	70,000,000	120,000,000	30,000,000	20,000,000	-	250,000,000
11	2014	Northern Utility Corridor - Design	10,000,000	15,000,000	5,000,000	-	-	-	30,000,000
12	2014	Northern Utility Corridor - Pre-Design	12,000,000	-	-	-	-	-	12,000,000
13	2014	Regional Green Energy - Zero Waste (remote sites)	9,900,000	-	-	-	-	-	9,900,000
14	2014	South Regional Reversible Effluent Pipeline - Construction	16,850,000	35,106,000	14,000,000	-	-	-	65,956,000
15	2014	South Regional Reversible Effluent Pipeline - Design	1,500,000	-	-	-	-	-	1,500,000
16	2014	South Utility Corridor - Construction	5,000,000	85,000,000	60,000,000	-	-	-	150,000,000
17	2015	Fort MacKay WWTP - Design	-	1,500,000	500,000	-	-	-	2,000,000
18	2015	North Waste Heat Capture and Creation - Construction	-	33,000,000	33,000,000	-	-	-	66,000,000
19	2015	South Regional Wastewater Treatment Facility - Construction	-	30,000,000	50,000,000	40,000,000	18,000,000	-	138,000,000
20	2016	Fort MacKay WWTP - Construction	-	-	20,000,000	20,000,000	-	-	40,000,000
Subtotal, Utility Corporation			135,780,000	556,486,000	652,500,000	200,000,000	148,000,000	180,000,000	1,872,766,000
City Centre*									
21	2014	Intelligent City Infrastructure Pre - Construction	2,600,000	-	-	-	-	-	2,600,000
22	2015	Intelligent City Infrastructure Construction	-	1,100,000	3,500,000	3,600,000	3,700,000	6,500,000	18,400,000
23	2015	Sports & Entertainment Arena - Construction	-	51,600,000	63,900,000	16,400,000	-	-	131,900,000
24	2016	Parking Garage in Entertainment District Construction	-	-	17,600,000	14,500,000	-	-	32,100,000
Subtotal, City Centre			2,600,000	52,700,000	85,000,000	34,500,000	3,700,000	6,500,000	185,000,000
Other ACF									
28	2015	Northside Recreation Centre - Construction**	-	175,000,000	-	-	-	-	175,000,000
Subtotal, Other ACF			-	175,000,000	-	-	-	-	175,000,000
Total, Possible Alternative Capital Funding			138,380,000	784,186,000	737,500,000	234,500,000	151,700,000	186,500,000	2,232,766,000

* Excludes Civic Centre - City Hall, Civic Centre - City Offices, and Civic Centre - Underground Parking

** Formerly Thickwood/Timberlea MultiUse Facility Construction

Legend

Other than first year of a multi-year project

First year of a pre-approved multi-year project - Construction Phase

First year of a multi-year project

Single year project

1-4 - Ward

5 - Regional (municipality)

9 - Multi-rural

Major Category	Dept	Year of original budget	Project Name	Location / Ward	Total Annual Cost
2015 Proposed Capital Plan					
1 Public Facilities	ES	2007	Anzac WWTP and Effluent Pipeline	4	6,000,000
2 Public Facilities	ES	2014	Beacon Hill Outfall and Pipeline Upgrades - Construction	1	9,000,000
3 Public Facilities	PO	2014	Building Life Cycle	5	4,100,000
4 Public Facilities	CC	2014	Clearwater Park System (Riverside Park System) - Remediation	1	6,500,000
5 Public Facilities	ES	2012	Conklin Sewage Lagoon Upgrade - Construction	4	10,000,000
6 Public Facilities	IT	2007	Enterprise Resource Planning Solution	5	6,800,000
7 Public Facilities	CC	2014	Flood Protection - Construction	1	36,000,000
8 Public Facilities	CC	2014	Flood Protection - Pre-Construction	1	3,000,000
9 Public Facilities	ES	2014	Fort Chipewyan WTP Upgrade - Construction	2	11,000,000
10 Public Facilities	ES	2013	Fort Chipewyan WTP Upgrade - Design	2	1,400,000
11 Public Facilities	ES	2014	Fort MacKay Water Treatment Plant Capacity Upgrades- Construction	2	5,000,000
12 Public Facilities	ES	2013	Lower Townsite 4 Way Chamber - Construction	1	3,000,000
13 Public Facilities	ES	2014	Material Recovery Facility Expansion Construction	5	2,500,000
14 Public Facilities	AS	2006	Records Management	5	956,000
15 Public Facilities	AS	2011	Regional Geomatics Program	5	1,500,000
16 Public Facilities	ES	2013	Regional SCADA WAN - Construction	5	500,000
17 Public Facilities	RES	2014	Saprae Creek Fire Hall Expansion - Design	3	750,000
18 Public Facilities	ES	2012	South Regional Waste Water Treatment Facility - Pre-Design	1	5,600,000
19 Public Facilities	ES	2014	Southwest Water Supply Line Phase 1 - Construction	1	22,000,000
20 Public Facilities	PO	2014	Tolen Drive Bridge Replacement including Removal of Saprae Creek Trestles	5	2,000,000
21 Public Facilities	ES	2013	Urban Infrastructure Rehabilitation 2014 - 2016 Predesign & Design	1	3,000,000
22 Public Facilities	ES	2014	Urban Infrastructure Rehabilitation 2014-2016 Construction	1	35,000,000
23 Public Facilities	CC	2013	Water / Waste - City Centre Construction	1	3,600,000
24 Recreation & Culture	PO	2014	Active Transportation Trail 2014-2016- Construction	1	4,500,000
25 Recreation & Culture	PO	2014	Active Transportation Trail 2014-2016- Design	1	500,000
26 Recreation & Culture	CC	2013	Arts and Events - Construction	1	1,200,000
27 Recreation & Culture	CC	2014	Borealis Park Construction	1	7,000,000
28 Recreation & Culture	CC	2014	Clearwater Park System (Riverside Park System) - Construction	1	21,000,000
29 Recreation & Culture	CS	2013	Conklin Multiplex - Construction	4	20,000,000
30 Recreation & Culture	CS	2013	Fort Chipewyan Swimming Pool - Construction	2	15,000,000
31 Recreation & Culture	CS	2012	MacDonald Island Park Expansion Grant	1	2,000,000
32 Recreation & Culture	CC	2013	Performing and Visual Arts Center Pre-Construction	1	16,900,000

Major Category	Dept	Year of original budget	Project Name	Location / Ward	Total Annual Cost
33 Recreation & Culture	CS	2014	Vista Ridge 2014-2016 - Capital Grant	3	5,460,000
34 Recreation & Culture	CC	2014	Waterways & Horse Pasture Park - Design & Construction	1	500,000
35 Transportation	CC	2013	City Centre Downtown Core Streetscapes - Construction	1	17,700,000
36 Transportation	CC	2014	City Centre Downtown Core Streetscapes - Pre-Construction	1	1,300,000
37 Transportation	CC	2014	Fraser and Manning Pre-Construction	1	1,600,000
38 Transportation	CC	2013	MacDonald Island Bridge Construction	1	17,000,000
39 Transportation	CC	2013	Parking Garage Entertainment District Pre-Construction	1	1,900,000
40 Transportation	ENG	2008	Prairie Loop Boulevard	1	9,000,000
41 Transportation	CC	2014	Signage & Wayfinding - Construction	1	1,800,000
42 Transportation	PO	2014	Snow Storage / Reclamation Facility - Construction	1	15,000,000
43 Transportation	PO	2014	Specialized Transit Bus New Purchases & Replacements 2014-2018	1	477,000
44 Transportation	CC	2013	Surface Parking Relocation/Improvement - Construction	1	2,700,000
45 Transportation	PO	2014	Transit Bus Refurbish Program	1	556,920
46 Public Facilities	RES	2015	Anzac Fire Hall - Construction	4	2,000,000
47 Public Facilities	ES	2015	Beacon Hill Water Supply Upgrade -Construction	1	10,000,000
48 Public Facilities	CC	2015	Business Incubator - Construction	1	1,800,000
49 Public Facilities	ES	2015	Confederation Way Sanitary Sewer Bypass	1	15,000,000
50 Public Facilities	RES	2015	Fire Hall #6 - Construction	1	4,000,000
51 Public Facilities	ES	2015	Janvier Sewage Lagoon Upgrade - Construction	4	4,000,000
52 Public Facilities	ES	2015	Southeast Reservoir Upgrade- Construction	1	6,000,000
53 Public Facilities	ES	2015	Water Towers - Construction	1	6,000,000
54 Recreation & Culture	PO	2015	Anzac Off Leash Dog Park	4	150,000
55 Recreation & Culture	PO	2015	Greely Road Community Park Upgrades	1	100,000
56 Recreation & Culture	PO	2015	Rural Community Placemaking - Fort MacKay	2	140,000
57 Recreation & Culture	PO	2015	St. Paul's/Thickwood Community Park Upgrades	1	200,000
58 Transportation	PO	2015	Draper Road Upgrading - Construction	3	4,000,000
59 Transportation	CC	2015	Fraser and Manning Construction	1	4,500,000
60 Transportation	CC	2015	Morrison Street Upgrades - Construction	1	3,800,000
61 Transportation	ENG	2015	Parsons Creek West Access Road - Construction	1	39,000,000
62 Transportation	PO	2015	Tourist Sewage Dump Stations - Construction	1	1,000,000
63 Transportation	PO	2015	Traffic Signal Rehabilitation 2014-2015	5	200,000
64 Public Facilities	RES	2015	Fire Hall #1 Relocation - Design	1	520,000
65 Public Facilities	RES	2015	Fire Training Centre - Pre-Design & Design	5	350,000
66 Transportation	CC	2015	Franklin Avenue Transit Infrastructure - Pre Construction	1	6,400,000
67 Public Facilities	IT	2015	Mobile Computing Environment	5	1,000,000
68 Transportation	PO	2015	Transit Bus Shelters - Replacements 2015-2018	1	600,000

Major Category		Dept	Year of original budget	Project Name	Location / Ward	Total Annual Cost
69	Public Facilities	ES	2015	Abasand Heights Pumphouse Upgrades Construction	1	5,000,000
70	Public Facilities	RES	2015	Ambulances Fleet Replacement 2015	5	225,000
71	Public Facilities	AT	2015	Assessment and Taxation System Enhancements	5	2,000,000
72	Public Facilities	RES	2015	Fort MacKay Fire Hall - Construction	2	2,800,000
73	Public Facilities	ES	2015	Grayling Lift Station - Construction	1	15,000,000
74	Public Facilities	IT	2015	IT Infrastructure Planned Replacement	5	500,000
75	Public Facilities	ES	2015	MacKenzie Lift Station Diversion & MacKenzie Blvd Sewer Upgrade	1	8,000,000
76	Public Facilities	RES	2015	RES Light Vehicle Fleet Replacement (2 vehicles) 2015	5	100,000
77	Recreation & Culture	PO	2015	Father Beauregard/Ecole Boreal Community Park Upgrades - Design	1	160,000
78	Recreation & Culture	PO	2015	Natural Playgrounds - Construction	1	630,000
79	Recreation & Culture	PO	2015	Natural Playgrounds - Design	1	70,000
80	Transportation	PO	2015	Draper Road Upgrading - Design	3	500,000
81	Transportation	CS	2015	Fort Chipewyan Airport Rehabilitation	2	6,000,000
82	Transportation	PO	2015	Fort Chipewyan Hamlet Walkways	2	50,000
83	Transportation	PO	2015	Fort Chipewyan Winter Road Upgrade to All Weather Road - Design - Gate to 37 KM Nc	2	2,800,000
84	Transportation	CC	2015	Morrison Street Upgrades - Preconstruction	1	2,600,000
85	Transportation	PO	2015	Storage Building for Salt - Roads	1	500,000
86	Transportation	PO	2015	Storage Building for Sand- Roads	1	500,000
87	Transportation	PO	2015	Tourist Sewage Dump Stations - Design	1	500,000
Total 2015 Proposed Capital Plan						500,994,920

Major Category		Dept	Year of original budget	Project Name	Location / Ward	Total Annual Cost
2016 Proposed Capital Plan						
1	Public Facilities	RES	2015	Anzac Fire Hall - Construction	4	945,000
2	Public Facilities	ES	2007	Anzac WWTP and Effluent Pipeline	4	5,000,000
3	Public Facilities	ES	2015	Beacon Hill Water Supply Upgrade -Construction	1	7,000,000
4	Public Facilities	PO	2014	Building Life Cycle	5	4,100,000
5	Public Facilities	CC	2015	Business Incubator - Construction	1	7,900,000
6	Public Facilities	ES	2015	Confederation Way Sanitary Sewer Bypass	1	5,000,000
7	Public Facilities	IT	2007	Enterprise Resource Planning Solution	5	1,200,000
8	Public Facilities	RES	2015	Fire Hall #1 Relocation - Design	1	600,000
9	Public Facilities	RES	2015	Fire Hall #6 - Construction	1	5,000,000
10	Public Facilities	RES	2015	Fire Training Centre - Pre-Design & Design	5	600,000
11	Public Facilities	CC	2014	Flood Protection - Construction	1	24,000,000
12	Public Facilities	CC	2014	Flood Protection - Pre-Construction	1	2,000,000
13	Public Facilities	ES	2014	Fort Chipewyan WTP Upgrade - Construction	2	10,000,000
14	Public Facilities	ES	2015	Janvier Sewage Lagoon Upgrade - Construction	4	4,000,000
15	Public Facilities	AS	2006	Records Management	5	250,000
16	Public Facilities	ES	2015	Southeast Reservoir Upgrade- Construction	1	6,000,000
17	Public Facilities	ES	2014	Urban Infrastructure Rehabilitation 2014-2016 Construction	1	25,000,000
18	Public Facilities	CC	2013	Water / Waste - City Centre Construction	1	2,500,000
19	Public Facilities	ES	2015	Water Towers - Construction	1	4,000,000
20	Recreation & Culture	PO	2014	Active Transportation Trail 2014-2016- Construction	1	1,800,000
21	Recreation & Culture	PO	2014	Active Transportation Trail 2014-2016- Design	1	200,000
22	Recreation & Culture	CC	2013	Arts and Events - Construction	1	1,200,000
23	Recreation & Culture	CC	2013	Civic Centre - Festival Plaza Pre-Construction	1	1,251,000
24	Recreation & Culture	CC	2014	Clearwater Park System (Riverside Park System) - Construction	1	4,000,000
25	Recreation & Culture	CS	2013	Conklin Multiplex - Construction	4	10,500,000
26	Recreation & Culture	PO	2015	Greely Road Community Park Upgrades	1	1,400,000
27	Recreation & Culture	CC	2013	Performing and Visual Arts Center Pre-Construction	1	9,600,000
28	Recreation & Culture	PO	2015	Rural Community Placemaking - Fort MacKay	2	1,400,000
29	Recreation & Culture	PO	2015	St. Paul's/Thickwood Community Park Upgrades	1	2,300,000
30	Recreation & Culture	CS	2014	Vista Ridge 2014-2016 - Capital Grant	3	1,150,000
31	Recreation & Culture	CC	2014	Waterways & Horse Pasture Park - Design & Construction	1	14,500,000
32	Transportation	CC	2013	City Centre Downtown Core Streetscapes - Construction	1	19,000,000
33	Transportation	CC	2014	City Centre Downtown Core Streetscapes - Pre-Construction	1	7,100,000

Major Category	Dept	Year of original budget	Project Name	Location / Ward	Total Annual Cost
34 Transportation	PO	2015	Draper Road Upgrading - Construction	3	5,000,000
35 Transportation	CC	2015	Franklin Avenue Transit Infrastructure - Pre Construction	1	39,300,000
36 Transportation	CC	2015	Fraser and Manning Construction	1	4,500,000
37 Transportation	CC	2014	Fraser and Manning Pre-Construction	1	1,600,000
38 Transportation	CC	2014	Gateways Construction	1	6,400,000
39 Transportation	CC	2014	Gateways Pre-Construction	1	1,200,000
40 Transportation	CC	2015	Morrison Street Upgrades - Construction	1	6,300,000
41 Transportation	CC	2013	Parking Garage Entertainment District Pre-Construction	1	300,000
42 Transportation	ENG	2015	Parsons Creek West Access Road - Construction	1	33,000,000
43 Transportation	CC	2014	Signage & Wayfinding - Construction	1	1,800,000
44 Transportation	PO	2014	Specialized Transit Bus New Purchases & Replacements 2014-2018	1	348,000
45 Transportation	CC	2013	Surface Parking Relocation/Improvement - Construction	1	2,800,000
46 Transportation	PO	2015	Tourist Sewage Dump Stations - Construction	1	2,000,000
47 Transportation	PO	2015	Traffic Signal Rehabilitation 2014-2015	5	300,000
48 Transportation	PO	2014	Transit Bus Refurbish Program	1	1,158,388
49 Transportation	PO	2015	Transit Bus Shelters - Replacements 2015-2018	1	600,000
50 Public Facilities	ES	2016	Rural Water/Sewer Servicing Construction	9	30,000,000
51 Public Facilities	CC	2016	Safety/Security Facility - City Centre Construction	1	3,900,000
52 Public Facilities	ES	2016	South Sewer Network Lift Station and Gravity Flow Diversions	1	7,500,000
53 Recreation & Culture	PO	2016	Off Highway Vehicle Staging Areas and Trails 2014	5	100,000
54 Transportation	PO	2016	Fort Chipewyan Winter Road Upgrade to All Weather Road - Construction - Phase 2	2	14,000,000
55 Public Facilities	ES	2016	Athabasca Water Treatment Plant Expansion - Phase 2 Pre-Design and Design	1	2,000,000
56 Transportation	PO	2016	Urban Infrastructure Rehabilitation 2017 - 2019 - Design	1	2,000,000
57 Public Facilities	RES	2016	Ambulances Fleet Replacement 2016	5	225,000
58 Public Facilities	RES	2016	RES Light Vehicle Fleet Replacement (1 vehicles) 2016	5	50,000
59 Public Facilities	RES	2016	Rural and Urban Emergency vehicle - Replacement	5	800,000
60 Public Facilities	RES	2016	Saprae Creek Fire Hall Expansion - Construction	3	750,000
61 Recreation & Culture	PO	2016	Real Martin Drive Park - Pre-design and Design	1	300,000
62 Recreation & Culture	PO	2016	Syncrude Athletic Park Expansion - Design	1	900,000
63 Transportation	PO	2016	Public Operations Central & North Facilities - Pre-Design and Design	1	7,500,000
Total 2016 Proposed Capital Plan					367,127,388

Major Category	Dept	Year of original budget	Project Name	Location / Ward	Total Annual Cost
2017 Proposed Capital Plan					
1 Public Facilities	RES	2015	Anzac Fire Hall - Construction	4	487,000
2 Public Facilities	ES	2016	Athabasca Water Treatment Plant Expansion - Phase 2 Pre-Design and Design	1	10,000,000
3 Public Facilities	PO	2014	Building Life Cycle	5	4,100,000
4 Public Facilities	IT	2007	Enterprise Resource Planning Solution	5	1,000,000
5 Public Facilities	CC	2014	Flood Protection - Construction	1	36,000,000
6 Public Facilities	CC	2014	Flood Protection - Pre-Construction	1	2,000,000
7 Public Facilities	ES	2016	Rural Water/Sewer Servicing Construction	9	30,000,000
8 Public Facilities	CC	2016	Safety/Security Facility - City Centre Construction	1	8,100,000
9 Public Facilities	ES	2016	South Sewer Network Lift Station and Gravity Flow Diversions	1	7,000,000
10 Recreation & Culture	CC	2013	Arts and Events - Construction	1	1,300,000
11 Recreation & Culture	CC	2013	Civic Centre - Festival Plaza Pre-Construction	1	1,251,000
12 Recreation & Culture	PO	2016	Off Highway Vehicle Staging Areas and Trails 2014	5	1,100,000
13 Recreation & Culture	CC	2014	Waterways & Horse Pasture Park - Design & Construction	1	8,000,000
14 Transportation	CC	2013	City Centre Downtown Core Streetscapes - Construction	1	18,400,000
15 Transportation	CC	2014	City Centre Downtown Core Streetscapes - Pre-Construction	1	4,900,000
16 Transportation	PO	2015	Draper Road Upgrading - Construction	3	5,000,000
17 Transportation	PO	2016	Fort Chipewyan Winter Road Upgrade to All Weather Road - Construction - Phase 2	2	23,000,000
18 Transportation	CC	2015	Franklin Avenue Transit Infrastructure - Pre Construction	1	10,100,000
19 Transportation	CC	2015	Fraser and Manning Construction	1	4,500,000
20 Transportation	CC	2014	Gateways Construction	1	3,300,000
21 Transportation	CC	2014	Gateways Pre-Construction	1	600,000
22 Transportation	CC	2014	Signage & Wayfinding - Construction	1	1,800,000
23 Transportation	PO	2014	Specialized Transit Bus New Purchases & Replacements 2014-2018	1	382,980
24 Transportation	CC	2013	Surface Parking Relocation/Improvement - Construction	1	2,900,000
25 Transportation	PO	2014	Transit Bus Refurbish Program	1	688,416
26 Transportation	PO	2015	Transit Bus Shelters - Replacements 2015-2018	1	600,000
27 Transportation	PO	2016	Urban Infrastructure Rehabilitation 2017 - 2019 - Design	1	8,000,000
28 Public Facilities	ES	2017	Athabasca Water Treatment Plant Expansion - Phase 2 Construction	1	100,000,000
29 Public Facilities	RES	2017	Fire Hall #1 Relocation - Construction	1	4,000,000
30 Transportation	PO	2017	Public Operations Central & North Facilities - Construction	1	26,500,000
31 Public Facilities	RES	2017	Ambulances Fleet Replacement 2017	5	225,000
32 Public Facilities	RES	2017	Emergency Communications Technology Upgrades	1	200,000
33 Public Facilities	RES	2017	Replacement Rescue Truck	5	400,000
34 Public Facilities	RES	2017	RES Light Vehicle Fleet Replacement (5 vehicles) 2017	5	250,000
35 Public Facilities	ES	2017	Saprae Creek Water Network Upgrades - Design	3	3,000,000
36 Recreation & Culture	PO	2017	Father Beauregard/Ecole Boreal Community Park Upgrades - Construction	1	1,600,000
37 Recreation & Culture	CS	2017	Fort Chipewyan Water Feature - Grant	2	13,000,000
Total 2017 Proposed Capital Plan					343,684,396

Major Category	Dept	Year of original budget	Project Name	Location / Ward	Total Annual Cost
2018 Proposed Capital Plan					
1 Public Facilities	ES	2017	Athabasca Water Treatment Plant Expansion - Phase 2 Construction	1	150,000,000
2 Public Facilities	ES	2016	Athabasca Water Treatment Plant Expansion - Phase 2 Pre-Design and Design	1	10,000,000
3 Public Facilities	PO	2014	Building Life Cycle	5	4,100,000
4 Public Facilities	RES	2017	Fire Hall #1 Relocation - Construction	1	5,000,000
5 Public Facilities	CC	2014	Flood Protection - Construction	1	41,000,000
6 Public Facilities	CC	2014	Flood Protection - Pre-Construction	1	1,000,000
7 Public Facilities	ES	2016	Rural Water/Sewer Servicing Construction	9	30,000,000
8 Public Facilities	CC	2016	Safety/Security Facility - City Centre Construction	1	8,400,000
9 Recreation & Culture	CC	2013	Arts and Events - Construction	1	1,300,000
10 Transportation	CC	2013	City Centre Downtown Core Streetscapes - Construction	1	14,300,000
11 Transportation	PO	2015	Draper Road Upgrading - Construction	3	6,800,000
12 Transportation	CC	2015	Fraser and Manning Construction	1	4,500,000
13 Transportation	PO	2017	Public Operations Central & North Facilities - Construction	1	33,400,000
14 Transportation	CC	2014	Signage & Wayfinding - Construction	1	1,800,000
15 Transportation	PO	2014	Specialized Transit Bus New Purchases & Replacements 2014-2018	1	631,917
16 Transportation	CC	2013	Surface Parking Relocation/Improvement - Construction	1	1,500,000
17 Transportation	PO	2014	Transit Bus Refurbish Program	1	447,470
18 Transportation	PO	2015	Transit Bus Shelters - Replacements 2015-2018	1	600,000
19 Public Facilities	ES	2018	Saprae Creek Water Network Upgrades - Construction	3	15,000,000
20 Recreation & Culture	PO	2018	Syncrude Athletic Park Expansion - Construction	1	4,000,000
21 Transportation	PO	2018	Urban Infrastructure Rehabilitation 2017 - 2019 - Construction	1	30,000,000
22 Recreation & Culture	PO	2018	Real Martin Drive Park - Construction	1	1,500,000
23 Public Facilities	RES	2018	Ambulances Fleet Replacement 2018	5	225,000
24 Public Facilities	ES	2018	Pressure Reducing Valves Upgrade	5	1,000,000
25 Public Facilities	RES	2018	RES Light Vehicle Fleet Replacement (6 vehicles) 2018	5	300,000
26 Public Facilities	RES	2018	Rural & Urban Emergency Vehicle Replacement for (Pumper truck 310)	5	800,000
27 Recreation & Culture	PO	2018	Timberlea Community Park Bleachers	1	4,000,000
28 Transportation	PO	2018	North Snow Storage Facilities Construction	1	7,500,000
Total 2018 Proposed Capital Plan					379,104,387

Major Category		Dept	Year of original budget	Project Name	Location / Ward	Total Annual Cost
2019+ Proposed Capital Plan						
1	Public Facilities	IT	2007	Enterprise Resource Planning Solution	5	3,000,000
2	Public Facilities	CC	2016	Safety/Security Facility - City Centre Construction	1	8,600,000
3	Public Facilities	ES	2018	Saprae Creek Water Network Upgrades - Construction	3	15,000,000
4	Recreation & Culture	PO	2018	Real Martin Drive Park - Construction	1	2,500,000
5	Recreation & Culture	PO	2018	Syncrude Athletic Park Expansion - Construction	1	5,000,000
6	Transportation	CC	2013	City Centre Downtown Core Streetscapes - Construction	1	26,600,000
7	Transportation	PO	2017	Public Operations Central & North Facilities - Construction	1	33,700,000
8	Transportation	CC	2014	Signage & Wayfinding - Construction	1	7,200,000
9	Transportation	PO	2018	Urban Infrastructure Rehabilitation 2017 - 2019 - Construction	1	40,000,000
10	Public Facilities	RES	2019	Fire Training Centre - Construction	5	3,000,000
11	Public Facilities	RES	2019	Ambulances Fleet Replacement 2019	5	225,000
12	Public Facilities	RES	2019	Fort MacKay Water Tanker	5	400,000
13	Public Facilities	RES	2019	Rural & Urban Emergency Vehicle Replacement for (Pumper truck 311)	5	800,000
Total 2019 Proposed Capital Plan						146,025,000
Total 2015-2019 Proposed Capital Plan						1,736,936,091

6. Public Hearing re: Land Use Bylaw Amendment – Multi-use Community Centre – Conklin – Bylaw No. 13/031

- A. Introduction from Administration and Opening Statement
 - Claire Woodside, Planning and Development
- B. Written Presentations
 - Raymond Beshro, Officer for Community Planning and Development, CN
- C. Verbal Presentations
 - Donald Moller, resident, in opposition (via teleconference)
- D. Other Verbal Presentations (Time Permitting and with Consent of Council)
- E. Questions of Council
- F. Closing Statement from Applicant
- G. Closing Statement from Administration

I am CN's Officer for Community Planning and Development. We will not be able to attend the public meeting, but would like to submit the following comments for the municipality's consideration. The proposed site is abutting CN's main line, which calls for consideration of railway proximity in site planning and building design. The Federation of Canadian Municipalities (FCM) and the Railway Association of Canada have published a new version of their railway Proximity Guidelines, which can be consulted here: www.proximityissues.ca.

CN's specific criteria for non-residential uses is attached to this email. A community center may be considered a somewhat sensitive use; the Council should therefore also consider requesting a noise study to determine what forms of mitigation should be implemented.

Best regards,

Raymond Beshro, OUQ, MCIP
Agent principal - Planification et développement communautaires
Senior Officer - Community Planning and Development
raymond.beshro@cn.ca



NON-RESIDENTIAL DEVELOPMENT ADJACENT TO THE RAILWAY RIGHT-OF-WAY (Main Lines)

CN recommends the following protective measures for non-residential uses adjacent Main Lines (note some are requirements):

- A minimum 30 metre building setback, from the railway right-of-way, in conjunction with a 2.5 metre high earthen berm or 2.0 metres for a secondary main line, is recommended for institutional, commercial (ie. office, retail, hotel, restaurants, shopping centres, warehouse retail outlets, and other places of public assembly) and recreational facilities (i.e. parks, outdoor assembly, sports area).
- A minimum 15 metre building setback, from the railway right-of-way, is recommended for heavy industrial, warehouse, manufacturing and repair use (i.e. factories, workshops, automobile repair and service shops).
- A minimum 30 metre setback is **required** for vehicular property access points from at-grade railway crossings. If not feasible, restricted directional access designed to prevent traffic congestion from fouling the crossing may be a suitable alternative.
- A chain link fence of minimum 1.83 metre height is **required** to be installed and maintained along the mutual property line. With respect to schools and other community facilities, parks and trails, CN has experienced trespass problems with these uses located adjacent to the railway right-of-way and therefore increased safety/security measures must be considered along the mutual property line, beyond the minimum 1.83 m high chain link fence.
- Any proposed alterations to the existing drainage pattern affecting Railway property **require** prior concurrence from the Railway and be substantiated by a drainage report to the satisfaction of the Railway.
- While CN has no noise and vibration guidelines that are applicable to non-residential uses, it is recommended the proponent assess whether railway noise and vibration could adversely impact the future use being contemplated (hotel, laboratory, precision manufacturing). It may be desirable to retain a qualified acoustic consultant to undertake an analysis of noise and vibration, and make recommendations for mitigation to reduce the potential for any adverse impact on future use of the property.
- For sensitive land uses such as schools, daycares, hotels etc, the application of CN's residential development criteria is **required**.
- There are no applicable noise, vibration and safety measures for unoccupied buildings, but chain link fencing, access and drainage requirements would still apply.

Received in Legislative Assistant Inbox on November 7, 2013

From: **donald Moller**

Date: Wed, Nov 6, 2013 at 9:39 AM

Subject: Land use Bylaw Amendment No. 13/013

To:

Attention : Chief Legislative Officer

I am sending you this electronic message on the request of your office.
I am opposing the Bylaw.

I will to speak to Mayor and council in regards to Bylaw 13/013.

I would like to participate by telephone from the Conklin Community Center Office.

Regards

Mr. Donald Moller

**Subject: Land Use Bylaw Amendment – Multi-use Community Centre
- Conklin - Bylaw No. 13/031****APPROVALS:**

Felice Mazzoni, Director
Glen Smith, Executive Director
Brian Makey, Chief Operating Officer

Administrative Recommendations:

THAT Bylaw No. 13/031, being an amendment to the Land Use Bylaw specific to a portion of NW 31-76-7-W4M and a portion of SW 6-77-7-W4M, be read a second time.

THAT Bylaw No. 13/031 be read a third and final time.

Summary:

An application has been received to amend the Land Use Bylaw to allow for a multi-use community centre on a portion of NW 31-76-7-W4M in the community of Conklin. The subject properties are currently divided into two land use designations: Urban Expansion District (UE) and Hamlet Commercial District (HC) (Schedule A). Administration recommends redesignating a portion of the subject properties to Public Service District to allow for the development of a multi-use community centre. The authority to amend the Land Use Bylaw is vested with Council under the *Municipal Government Act*.

Background:

In November 2012, an application was made to redesignate a portion of NW 31-76-7-W4M from Urban Expansion District (UE) and Hamlet Commercial District (HC) to Public Service District (PS). The subject properties are located northeast of the intersection of Northland Drive and Father Mercredi's Trail in Conklin.

The purpose of Public Service District is to provide for the development of buildings and uses for the delivery of educational, health, government, and other institutional services. The future development of the proposed multi-use community centre may fall under two permitted uses in the Public Service District:

1. Community Recreational Facility: an indoor recreational facility intended to serve the community at large. Typical uses include swimming pools, hockey rinks, gymnasiums, tourist information/interpretive centres, or multi-purpose facilities.
2. Community Service Facility: a development for use by the public or public groups for cultural or community activities. Typical uses include museums, libraries, and public and private clubs.

Rationale for Recommendations:

The proposed amendment will allow for the development of a Multi-use Community Centre that is planned to offer current and future residents much needed recreational amenities such as an ice arena, a kitchen, administrative offices, and a gymnasium dually serviceable as a community hall.

The subject properties have sufficient and contiguous land mass capable of supporting a Multi-use Community Centre and will allow for future expansion.

Administration supports the proposed amendment and recommends that Bylaw No. 13/031 be given second and third readings.

Attachment:

1. Bylaw No. 13/031

BYLAW NO. 13/031

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

WHEREAS Section 693 of the *Municipal Government Act*, R.S.A., 2000, c.M-26 and amendments thereto requires Council to enact a Land Use Bylaw;

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

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

1. Bylaw No. 99/059 is hereby amended by redesignating a portion of NW 31-76-7-W4M from Urban Expansion District (UE) and Hamlet Commercial District (HC) to Public District (PS), as depicted in Schedule A.
2. The Chief Administrative Officer be authorized to consolidate this bylaw.
3. This bylaw shall be passed and become effective when it receives third reading and is signed by the Mayor and Chief Legislative Officer.

READ a first time this 27th day of August, A.D. 2013.

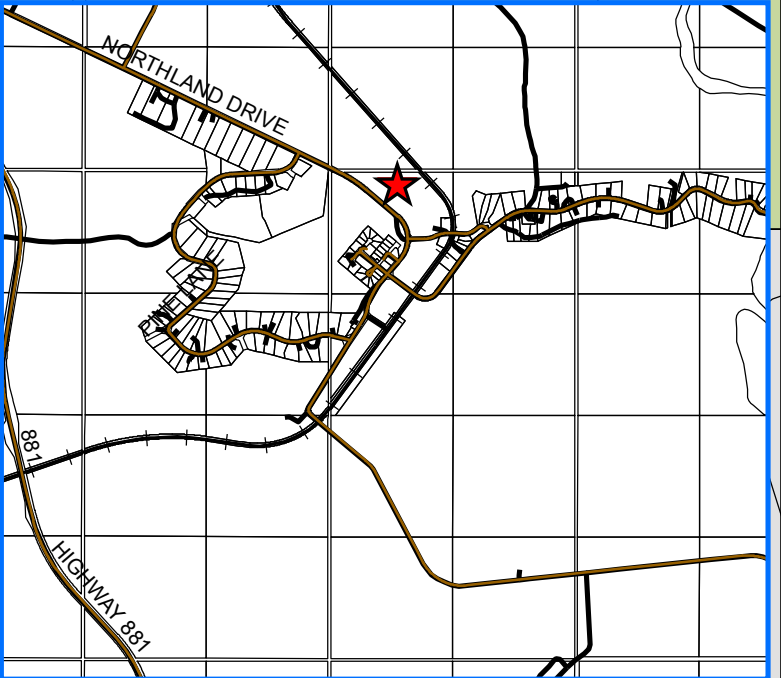
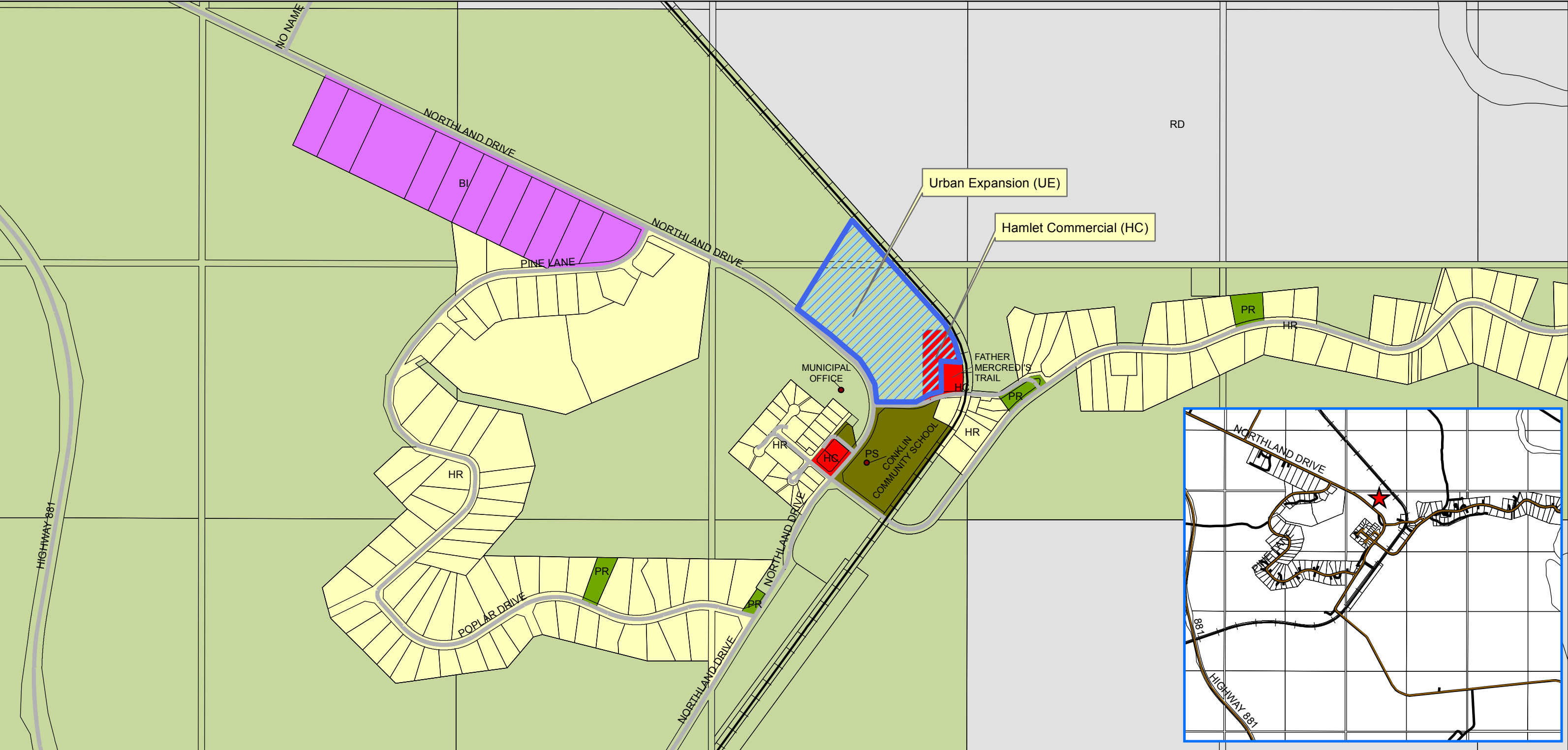
READ a second time this _____ day of _____, A.D. 2013

READ a third and final time this _____ day of _____, A.D.2013.

SIGNED and PASSED this _____ day of _____, A.D.2013.

Mayor

Chief Legislative Officer



**Land Use Bylaw Amendment
 Portion of NW 31-76-7-4 & SW 6-77-7 W4M
 From Urban Expansion (UE) and Hamlet Commercial (HC)
 to Public Service (PS) District.**

7. Public Hearing re: Land Use Bylaw Amendment – R5-MU District – Bylaw No. 13/034

- A. Introduction from Administration and Opening Statement
 - Tom Schwerdtfeger, Supervisor, Development Control
- B. Written Presentations
 - none received
- C. Verbal Presentations
 - none received
- D. Other Verbal Presentations (Time Permitting and with Consent of Council)
- E. Questions of Council
- F. Closing Statement from Applicant
- G. Closing Statement from Administration

Subject: Land Use Bylaw Amendment – R5-MU District – Bylaw No. 13/034
APPROVALS: Felice Mazzoni, Director Henry Hunter, Executive Director Glen Laubenstein, Chief Administrative Officer

Administrative Recommendations:

1. THAT Bylaw No. 13/034, being an amendment to the Land Use Bylaw, be read a second time.
2. THAT Bylaw No. 13/034 be read a third and final time.

Summary:

An application has been received to amend the Land Use Bylaw. The application proposes to add Liquor Store as a discretionary use to the Apartment and Commercial Mixed Use District (R5-MU).

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

Background:

The Land Use Bylaw was amended in 2012 (Bylaw No. 12/003) in order to facilitate the development of the East Village project, which is currently under construction. Recently it was discovered that Bylaw No. 12/003 did not add the land use Liquor Store, although a liquor and beer retail outlet has been contemplated as part of the East Village development.

Rationale for Recommendations:

Administration and the developer agree that the omission of Liquor Store as a use in the Apartment and Commercial Mixed Use District (R5-MU) is an oversight and that Bylaw No. 13/034 will correct this oversight.

Administration supports the proposed amendment and recommends that Bylaw No. 13/034 be given second and third readings.

Attachment:

1. Bylaw No. 13/034

BYLAW NO. 13/034

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

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

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

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

1. Land Use Bylaw No. 99/059 is hereby amended by adding the following to Section 207.3:

Liquor Store
2. The Chief Administrative Officer is authorized to consolidate this bylaw.
3. This bylaw shall be passed and become effective when it receives third reading and is signed by the Mayor and Chief Legislative Officer.

READ a first time this 10th day of September, A.D 2013.

READ a second time this _____ day of _____, A.D. 2013.

READ a third and final time this _____ day of _____, A.D. 2013.

SIGNED and PASSED this _____ day of _____, A.D. 2013.

Mayor

Chief Legislative Officer

Subject: Request for Tax Forgiveness - Pacific Investments GP Ltd.**APPROVALS:**

Brian Moore, Director
Elsie Hutton, Executive Director
Glen Laubenstein, Chief Administrative Officer

Administrative Recommendation(s):

That the request for Pacific Investments GP Ltd. for tax forgiveness be denied.

Summary:

Per the *Municipal Government Act*, Section 347(1), Council is the approving authority for all cancellation, reduction, refund or deferral of taxes requests.

Background:

In December of 2011, Pacific Investments GP Ltd. (Pacific Investments) purchased 397 hectares of land from the Province for \$35M. The assessor entered an assessment on the roll for the partial year taxation based on the fact that the land was not patented in 2010. In 2011 the land was changed from unpatented Crown Land to patented land and the assessment for 2012 was calculated accordingly.

Pacific Investments approached the Assessment and Taxation Department to have either their assessment reduced or the Urban Service Area Tax Rate applied to the subject property, which is known as the Prairie Creek Business Industrial Park. They were advised that it was not possible to apply the urban rate and it was recommended they exhaust their assessment appeal rights before making such a request before Council.

Pacific Investments appealed the 2011 based assessment in an attempt to have their taxes reduced to the level of what would be paid in the rural area for unpatented Crown Land or to have the Urban Service Area Rate applied and were unsuccessful. In its decision of October 9, 2012, the Composite Assessment Review Board ("CARB") pointed out that it did not have the authority to change the classification of the property from rural non-residential and secondarily that the property is outside the Urban Service Area and earmarked for industrial or commercial development. CARB also confirmed the assessment as entered by the Municipality. Pacific Investments did not appeal their 2012 assessment for 2013 Taxes.

A subdivision of the property is being sought by the property owner, however Section 654(1)(d) of the *Municipal Government Act* stipulates that a municipality must not approve a subdivision of land on which taxes are owing unless arrangements have been made for payment pursuant to Part 10 of the *Municipal Government Act*. As a result, the subdivision application was put on hold.

At the September 10, 2013 Council meeting a delegation from Pacific Investments presented a request for tax relief regarding the Prairie Creek Industrial Business Park. Their presentation included a request for similar taxation treatment that was afforded to the Parsons Creek development. The matter was accepted as information and referred to Administration. There was an outstanding balance of \$1,647,048.84 on the property tax account at that time.

Pacific Investments subsequently contacted the Municipality the week of September 23, 2013 seeking an agreement which would allow them to proceed with their subdivision application. The Municipality's Regional Assessor and senior management of Pacific Investments have since come to an agreement pursuant to Part 10 of the *Municipal Government Act*, Section 418(4) with respect to the property taxes owing. The subdivision application would then be subject to any remaining conditions.

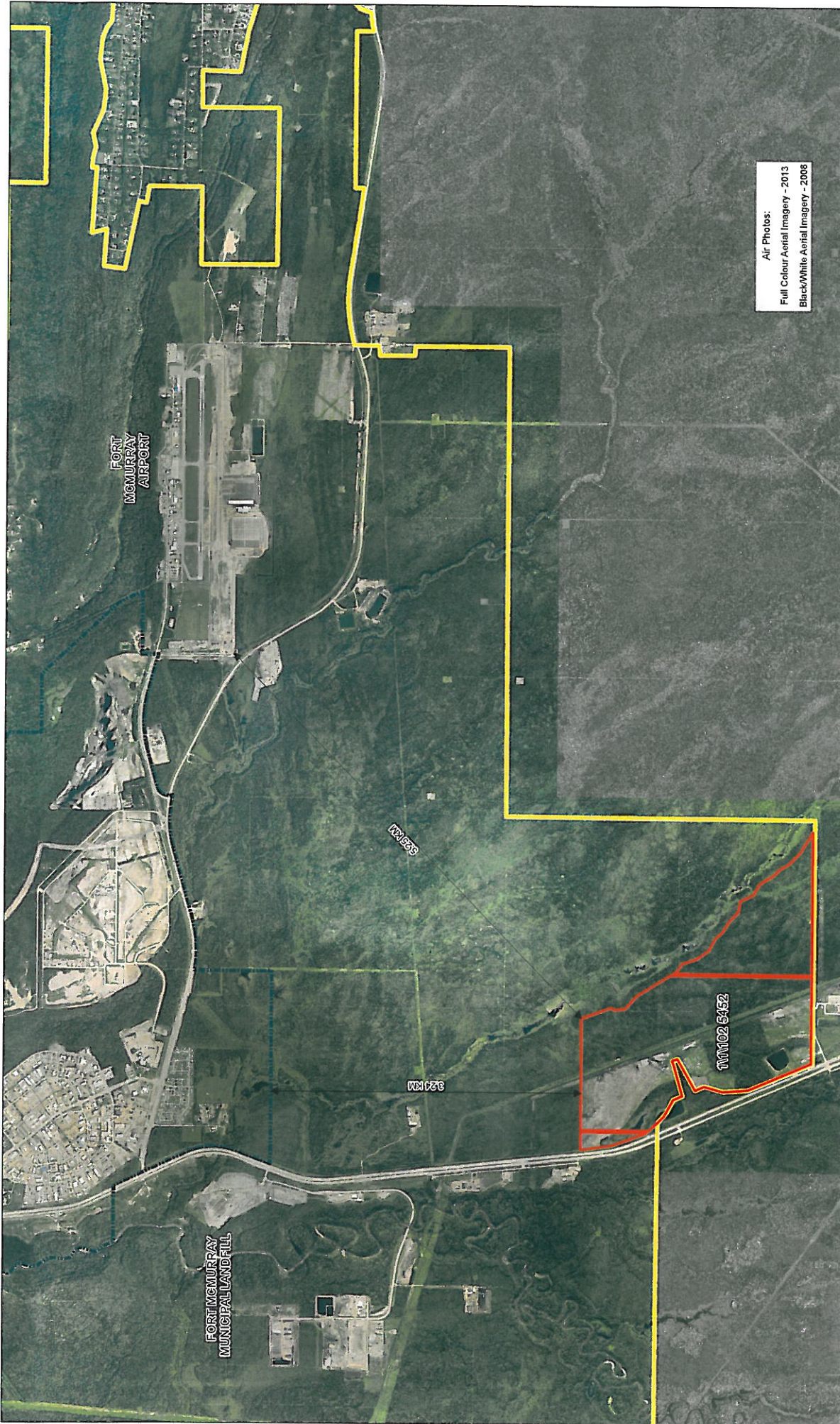
Budget/Financial Implications:

There is currently no funding identified in the event tax forgiveness is granted by Council.

Rationale for Recommendation(s):

The Prairie Creek Industrial Business Park and the Parsons Creek Development have been treated equitably from a tax application perspective in that both were taxed using Rural Service Area tax rates while the lands were in the Rural Service Area.

The Municipality has been approached by owners of other non-residential properties in the Rural Service Area, including Oil Sands companies, concerning the differential in the rates of taxation between the two service areas. If Council were to grant relief in this instance it would set precedence for further applications seeking similar treatment and create a tax inequity with other non-residential properties within the Rural Service Area for the years any tax and penalty relief was applied to.



Air Photos:
Full Colour Aerial Imagery - 2013
Black/White Aerial Imagery - 2008



UDSR Boundary

Urban Service Area (USA) Boundary

Subject Property

Pacific Investments Property

**Subject: Community Identification Committee Recommendation –
Morimoto Promenade****APPROVALS:**

Felice Mazzoni, Director
Henry Hunter, Executive Director
Glen Laubenstein, Chief Administrative Officer

Committee Recommendation:

THAT the waterfront promenade along the Snye be named Morimoto Promenade.

Summary:

The Community Identification Committee met to consider naming the waterfront promenade identified in the City Centre Waterfront Program (Attachment 1).

In accordance with the Community Identification System Council Policy (No. PRL-040-2006), Council approval is required for the naming of municipal assets.

Background:

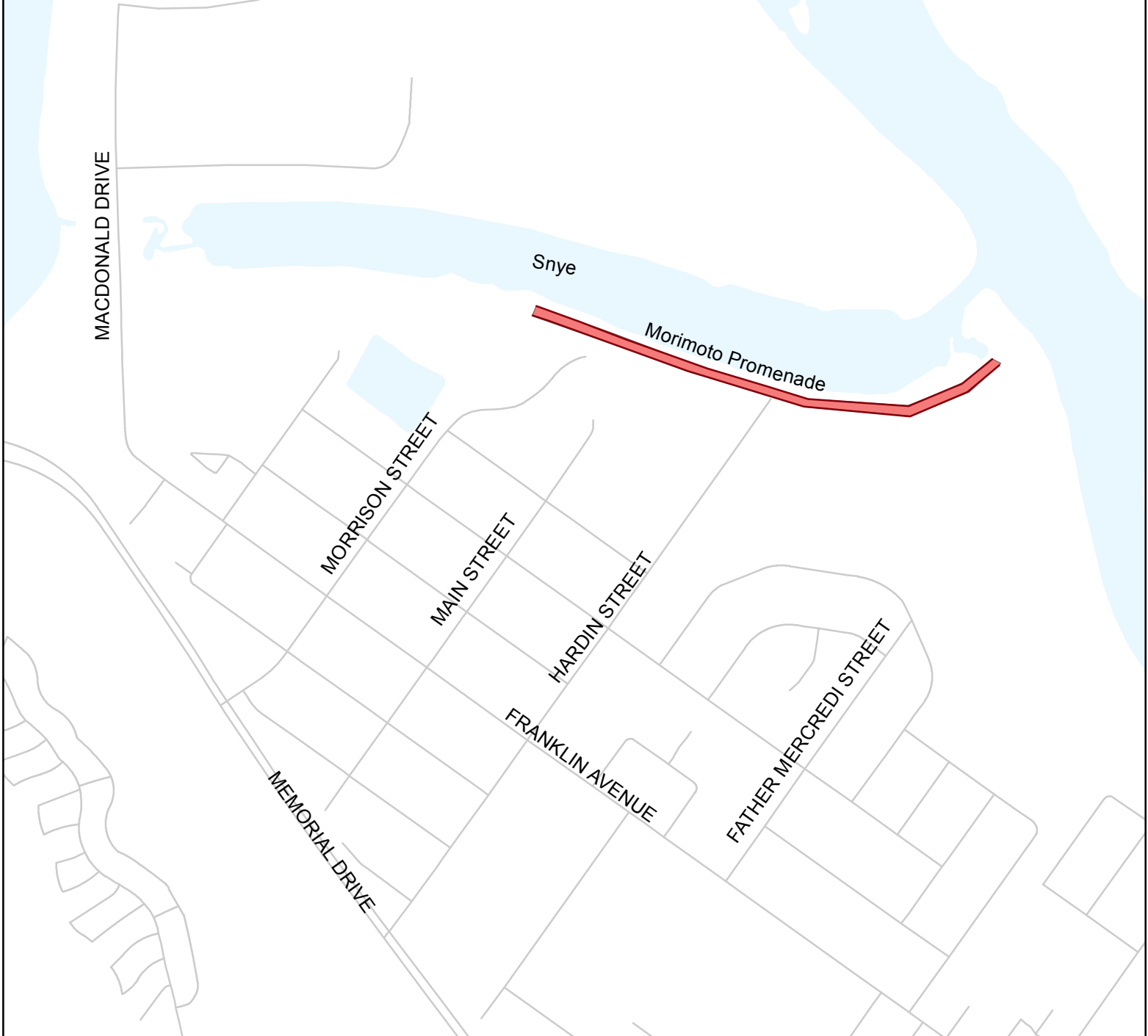
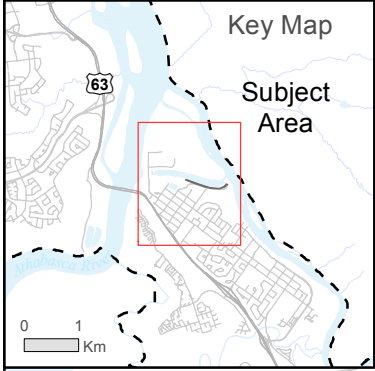
On November 27, 2012, Council approved the closure of Morimoto Drive to allow for the development of the Waterfront Program. Recognizing that Katswhi Morimoto was a person of local significance (Attachment 2), Council directed the Community Identification Committee to explore options for renaming a waterfront promenade in his honour so that the name would not be lost. The waterfront promenade is a public walkway along the Snye, within the Snye Park Concept of the Waterfront Program (Attachment 3).


Rationale for Recommendation:

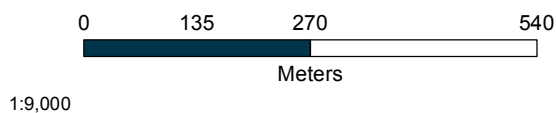
The Community Identification Committee, in its last meeting, agreed that the proposed name, Morimoto Promenade, be recommended to Council.

Attachments:

1. Map of Proposed Promenade
2. Description of Proposed Promenade Name
3. Snye Park Concept within the Waterfront Program



 Proposed Promenade



Description of Proposed Promenade Name

“MORIMOTO, Katswhi”

Katswhi (Tom) and his family came to Canada from Japan in 1906, originally settling in Edmonton, before relocating to Fort McMurray in 1920. Tom started a rooming house and later began farming in the area known as Hudson Bay Flats, where Franklin Avenue meets the Athabasca River. He and his family grew large quantities of potatoes, carrots, turnips, cabbage, and corn which the Hudson Bay steamboats transported north. Every year the Morimoto family hosted a corn roast to which the whole community was invited. In the winter, the family cut ice from the Clearwater River and sold it at 10 cents a block for use in the ice houses. Tom had the first two-storey house built on Franklin Avenue.

Snye Park Concept within the Waterfront Program



**Subject: Community Identification Committee Recommendations –
Abram's Land****APPROVALS:**

Felice Mazzoni, Director
Henry Hunter, Executive Director
Glen Laubenstein, Chief Administrative Officer

Committee Recommendations:

1. THAT the subdivision on Lot 1, Block 1, Plan 1027102 be named Abraham.
2. THAT the roads within Lot 1, Block 1, Plan 1027102 be named Abraham Drive and Abraham Place.

Summary:

The Community Identification Committee considered subdivision and street names for what is commonly known as Abram's Land (Attachment 1). The Committee recommended the name Abraham for the subdivision (Attachment 2).

Further, the Committee recommended approval of the name Abraham Drive for the primary roadway running through the subdivision and Abraham Place for the cul-de-sac.

In accordance with the Community Identification System Council Policy (No. PRL-040-2006), Council approval is required for the naming of municipal assets.

Background:

The Community Identification Committee met on September 5, 2012, to consider the name of the subdivision, and January 30, 2013, to consider the street names proposed by Abram's Land Development Corporation. There were no revisions made to either proposal and the Committee recommended that the subdivision and street names be adopted by Council.

Rationale for Recommendations:

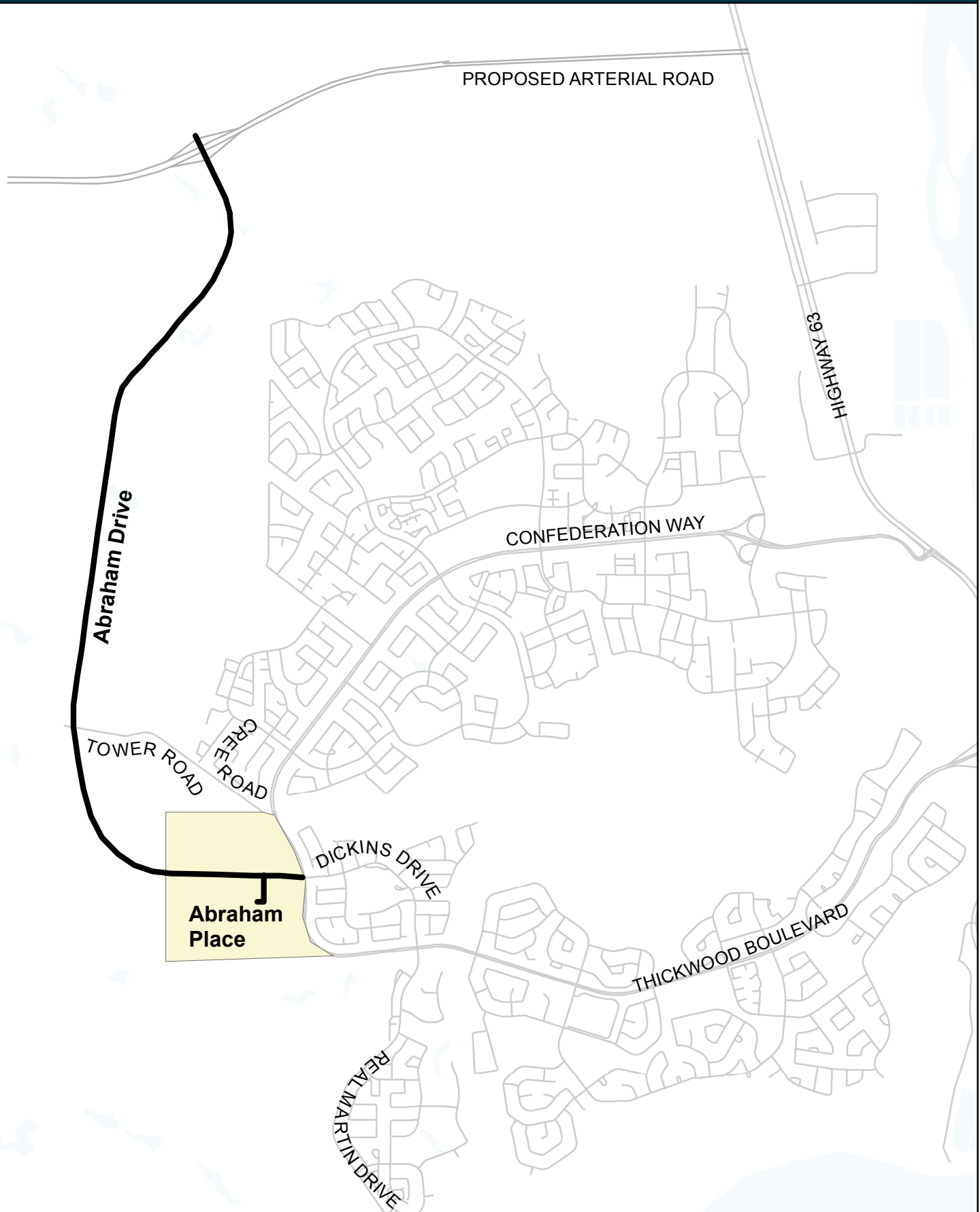
The subdivision was proposed to be named Abraham after a vote occurred among all members of Abram's Land Development Corporation. The development plans for this area include several religious buildings, including a mosque, a church, and a synagogue. Since Abraham is a religious figure common to Christian, Jewish, and Islamic religions, the Community Identification Committee decided to support the naming recommendation of Abram's Land Development Corporation.

As per Community Identification System Council Policy (No. PRL-040-2006), the major street in a subdivision shall carry the same name as the subdivision. Therefore, the Community Identification Committee recommended approval of Abraham Drive as the name of the secondary

arterial/collector road. Further, the Community Identification Committee recommended that the cul-de-sac was be named Abraham Place.

Attachments:

1. Map of Proposed Subdivision and Street Names
2. Description of Subdivision and Proposed Street Names



— Proposed Roads
— Abraham Subdivision



0 475 950 1,900
Meters

1:32,640

Description of Proposed Street Names

“Abraham”

Abraham was the founding father of the Israelites and plays a central role in the Jewish, Christian, and Islamic faiths. Known first as Abram, he was renamed by God in Genesis 17:5 as Abraham, which the Bible explains as meaning “Father of a Multitude.”

Abraham is seen by Christians as a man of unwavering faith, whose obedience to God is highlighted by his willingness to offer up his son Isaac. He is viewed by the Roman Catholic Church as “our father in Faith” and is the patron saint of those in the hospitality industry.

Abraham is regarded by Muslims as a prophet and patriarch, and the archetype of a perfect Muslim. He is considered the first Pioneer of Islam and his mission was to proclaim the “Oneness” of God. Abraham’s attempted sacrifice of his son is also detailed in the Quran, which forms the basis for the Islamic tradition to slaughter a sheep once every year.

Abraham’s life has influenced paintings, scripture, literature, and music over hundreds of years. While the date of his birth and death are unknown, the Bible places his age upon death at 175. He was buried next to his wife Sarah in the cave of Machpelah in the West Bank city of Hebron.

**Subject: Freedom of Information and Protection of Privacy Bylaw –
Bylaw No. 13/015****APPROVALS:**

Surekha Kanzig, Director
Brian Makey, Chief Operating Officer
Glen Laubenstein, Chief Administrative Officer

Administrative Recommendation:

THAT Bylaw No. 13/015, being the Freedom of Information and Protection of Privacy Bylaw, be read a first time.

Summary:

The Freedom of Information and Protection of Privacy Act (the Act) mandates that the Municipality, by bylaw, designate a person or group of persons as the Head of the Municipality to carry out duties set out in the Act as well as set fees for services rendered.

A new bylaw is required due to amendments to the Freedom of Information and Protection of Privacy Act and to incorporate corporate structure changes within the organization.

Background:

On December 14, 1999, Council adopted the Freedom of Information and Protection of Privacy Bylaw No. 99/074. Since then, there have been a number of amendments to the Act and organizational structure changes that render the existing bylaw obsolete.

Rationale for Recommendation:

A new bylaw is necessary to accurately reflect the Act's current statute number, clause numbers and definitions and to designate the Chief Administrative Officer to carry out the duties of the Head as set out in the Act.

Attachment:

1. Bylaw No. 13/015

BYLAW NO. 13/015

BEING A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO, TO ESTABLISH THE ADMINISTRATIVE STRUCTURE OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO IN RELATION TO THE FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT, AND TO SET FEES THEREUNDER.

WHEREAS, pursuant to Section 95 of the Freedom of Information and Protection of Privacy Act, R.S.A. 2000, c.F-25; the Regional Municipality of Wood Buffalo must designate a person or group of persons as the head of the Municipality for the purposes of the Act;

AND WHEREAS, pursuant to Sections 93 and 95 of the Freedom of Information and Protection of Privacy Act, the Regional Municipality of Wood Buffalo may set any fees payable to the Municipality for services provided under the Act and Regulations;

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

Short Title

1. This Bylaw may be cited as the "Freedom of Information and Protection of Privacy Bylaw."

Definitions

2. In this Bylaw, unless the context otherwise requires:
 - (a) "Act" means the Freedom of Information and Protection of Privacy Act, R.S.A. 2000, c.F-25, as amended, repealed or replaced from time to time;
 - (b) "Applicant" means a person who makes a request for access to a record under section 7(1) of the Act;
 - (c) "Head" means the person responsible for all decisions and duties of the Head, outlined in the Freedom of Information and Protection of Privacy Act;
 - (d) "Municipality" means the Regional Municipality of Wood Buffalo;
 - (e) "Chief Administrative Officer" means the person appointed as the Chief Administrative Officer for the Regional Municipality of Wood Buffalo, and includes any person who holds the position of Chief Administrative Officer in an acting capacity or his or her delegate; and
 - (f) "Province" means the Province of Alberta.

Designated Head

3. For the purpose of the Act, the Chief Administrative Officer is designated as the Head of the Municipality.
4. The Chief Administrative Officer, as Head of the Municipality, may further delegate any duties of the Head under the Act, to any person or group of persons.

Fees

5. Where an Applicant is required to pay a fee for services, the fee payable is in accordance with the Freedom of Information and Protection of Privacy Regulation, AR 186/2008, as amended from time to time or any successor Regulation that sets fees for requests for information from the Province.

Repeal

6. Bylaw No. 99/074, Freedom of Information and Protection of Privacy Bylaw, is repealed.

Effective date

7. This bylaw shall be passed and become effective when it receives third reading and is signed by the Mayor and Chief Legislative Officer.

READ a first time this _____ day of _____, A.D. 2013.

READ a second time this _____ day of _____, A.D. 2013.

READ a third and final time this _____ day of _____, A.D. 2013.

SIGNED and PASSED this _____ day of _____, A.D. 2013.

Mayor

Chief Legislative Officer

Subject: Bylaw No. 13/040 – Land Use Bylaw Amendment for Multi-Family District – A Portion of Lot 2, Block 1, Plan 102 1640 (Parsons Creek)**APPROVALS:**

Bradley Evanson, Director
Henry Hunter, Executive Director
Glen Laubenstein, Chief Administrative Officer

Recommendations:

1. THAT Bylaw No. 13/040, being a Land Use Bylaw amendment specific to a portion of Lot 2, Block 1, Plan 102 1640 (Parsons Creek), be read a first time.
2. THAT the required public hearing be held on Tuesday, November 26, 2013.

Summary:

An application has been received to amend the Land Use Bylaw specific to a portion of Lot 2, Block 1, Plan 102 1640 to redesignate the subject property from Urban Expansion District (UE) to Multi-Family District (MFD). If the redesignation is approved, an amendment to the Parsons Creek Phase One Outline Plan would be required by Administration.

Development in Parsons Creek is subject to infrastructure capacity being able to support a proposed development population. Primarily, this capacity limitation will be addressed upon the completion of Highway 686 and the associated interchange with Highway 63. Last month, Alberta Transportation awarded a contract for this work, which established a timeline for completion of the work. While this does not immediately provide this capacity, it does specify a target date for completion which warrants consideration of preliminary applications such as the proposed redesignation. As such, Administration supports this application.

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

Background:

Consisting of approximately 817 hectares, Parsons Creek is a master-planned community being developed by the Government of Alberta. On January 25, 2011, Council approved the Land Use Bylaw amendment for Phase One of Parsons Creek (Bylaw No. 11/001) to facilitate the development of Parsons Creek. Development of Phase One and beyond has been constrained by conditions in the multi-staged development agreement with respect to the capacity of Rainbow Creek Drive and the provision of additional access.

On February 27, 2013, an application was accepted to amend the Land Use Bylaw to redesignate the subject property as Multi-Family District (MFD).

Rationale for Recommendations:

The Multi-Family District (MFD) is intended to provide multi-family housing opportunities in Parsons Creek without the inclusion of commercial uses. The location of the multi-family housing will provide residents with natural open space for active and passive recreation and a waterfront view, upon completion of the development of the surrounding phases of Parsons Creek. The location within Parsons Creek also provides for connectivity to commercial developments and the transit system. If the proposed redesignation is approved, however, the western boundary of Phase One will need to be expanded to include the subject property and allow for the development of affordable apartments (Attachment 2).

Administration has worked with the applicant to allow the proposed redesignation to come forward in a manner that is consistent with the long-term goals of the Municipal Development Plan to provide affordable housing in a complete neighbourhood with access to amenities and public transportation. Direction U1 Strategic Urban Development supports future growth in the New Neighbourhoods of Parsons Creek and Saline Creek Plateau. Strategy 4.2.1 encourages a diverse range of housing by supporting housing choices in new subdivisions and new housing developments in existing neighbourhoods and communities, while promoting infill and mixed use development to contribute to diversity within the region's housing stock.

The Parsons Creek neighbourhood is intended to be a multi-phased development with a full range of amenities and facilities. While many of these facilities and amenities are not currently available, development on the proposed site will not be able to commence immediately. This is because the multi-staged development agreement for Parsons Creek limits the number of occupied residential units to preclude overcrowding of Rainbow Creek Drive. Subsequent phases or additions to Phase One are supportable only with the completion of secondary access via Highway 686. The recent contract execution by Alberta Transportation for this work will provide a sufficient timeline for completion of the Highway and interchange to provide some level of certainty that there will be a population warranting development of these community amenities and facilities.

Administration supports the proposed amendment. While development and occupancy of the site cannot occur until Highway 686 is operational, consideration of a preliminary application such as a redesignation is acceptable at this point in time. To enable Council to fully consider the matter, which includes input from stakeholders, it is recommended that Bylaw No. 13/040 be given a first reading and a public hearing scheduled to be held on Tuesday, November 26, 2013.

Attachments:

1. Bylaw No. 13/040
2. Phase One Outline Plan and the MFD Parcel
3. Aerial Photograph of Subject Parcels (Affordable Housing Site: Parcels 63 & 64)
4. Subdivision Location Plan

BYLAW NO. 13/040

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

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

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

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

1. Land Use Bylaw No. 99/059 is hereby amended by:
 - (a) Redesignating a portion of Lot 2, Block 1, Plan 102 1640 from Urban Expansion District (UE) to Multi-Family District (MFD), as depicted in Schedule A.
 - (b) Inserting the attached Schedule B Multi-Family District (MFD) as Section 8.4.6.
2. The Chief Administrative Officer is authorized to consolidate this bylaw.
3. This bylaw shall be passed and become effective when it receives third reading and is signed by the Mayor and Chief Legislative Officer.

READ a first time this _____ day of _____, A.D 2013.

READ a second time this _____ day of _____, A.D. 2013.

READ a third and final time this _____ day of _____, A.D. 2013.

SIGNED and PASSED this _____ day of _____, A.D. 2013.

Mayor

Chief Legislative Officer

8.4.6 MFD Multi-Family District

8.4.6.1 Discretionary Uses – Development Officer

The following are discretionary uses that may be approved by the Development Officer:

- a) Accessory Building
- b) Apartment Building
- c) Child Care Facility
- d) Cluster Housing
- e) Fourplex
- f) Home Business
- g) Home Occupation
- h) Park
- i) Parking Lot or Structure
- j) Senior Citizen Housing
- k) Town House
- l) Triplex

8.4.6.2 Uses Not Permitted

The following uses are **NOT** permitted in this zone:

- a) Adult Entertainment Facility
- b) Automotive/Recreational Vehicle Sales & Rental
- c) Dating and Escort Services
- d) Manufactured Homes

8.4.6.3 General Site Provisions

- a) More than one (1) building may be developed on one lot.
- b) Any required garbage enclosures or storage areas shall be located in the rear of the property.
- c) Where utility servicing is provided in the rear of building, rear lane access shall be accommodated.

8.4.6.4 Site Provisions

8.4.6.4.1 The Front Yard Setbacks are: 4.5 m

8.4.6.4.2 The Rear Yard Setbacks are: 7.5 m

8.4.6.4.3 The Side Yard Setbacks:

- a) Interior: 3.0 m
- b) Exterior: 6.0 m

8.4.6.4.4 Building Height:

- a) No building shall be more than four (4) storeys.

8.4.6.4.5 Building Separation:

- a) Where more than one residential building is located on a site, the building separation shall be 3.0 m.

8.4.6.4.6 Lot Coverage Requirements

- a) Maximum 75%

8.4.6.4.7 Private Amenity Area (minimum):

- a) For at grade units: 6.0 m² per unit
- b) For above grade units: 4.0 m² per unit

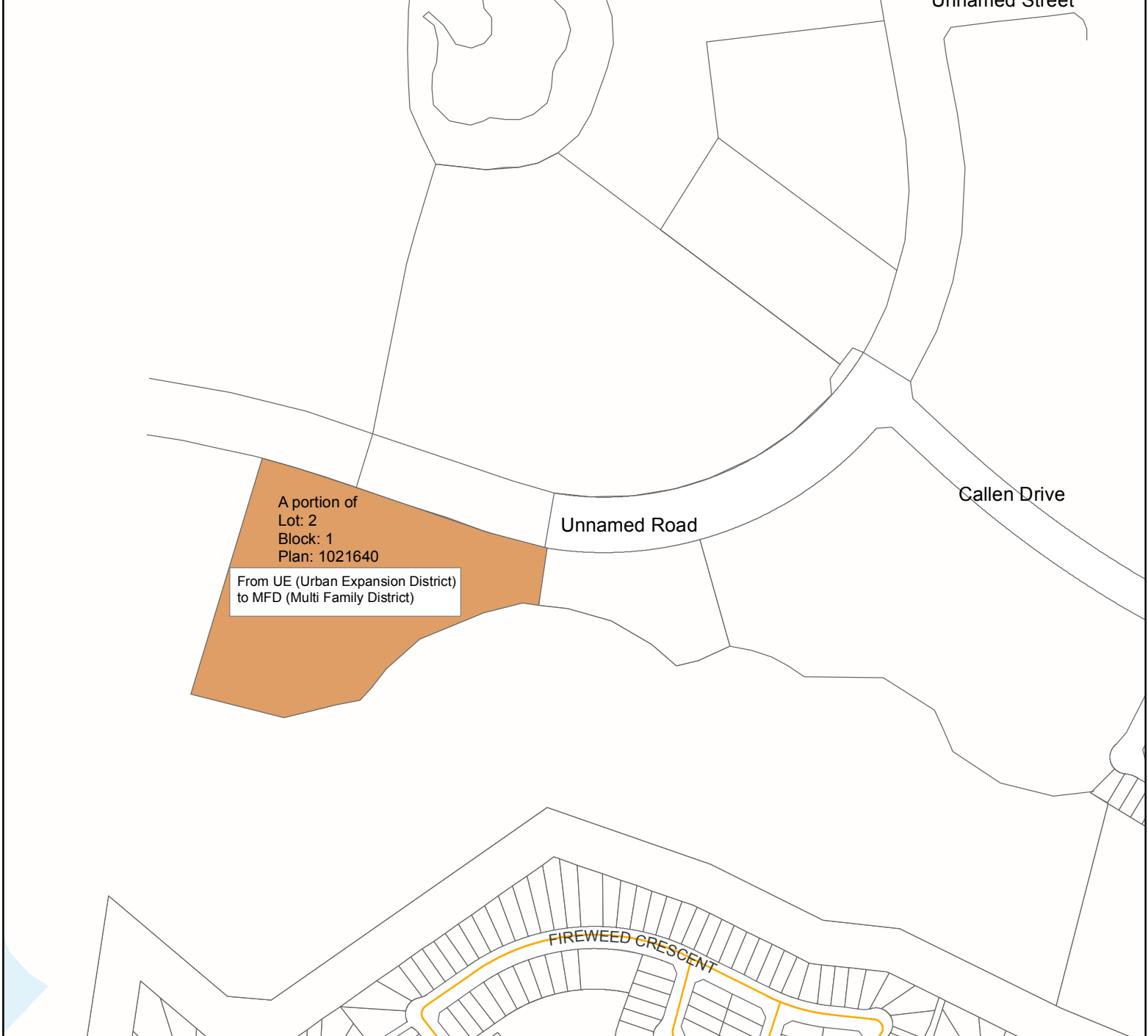
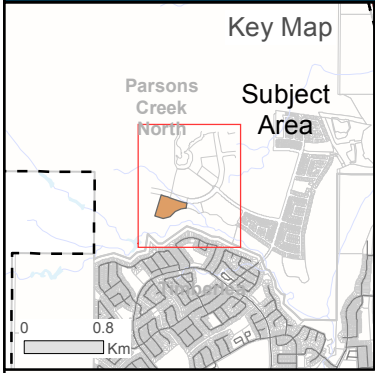
8.4.6.5 Landscaping Requirements

In addition to Section 72:

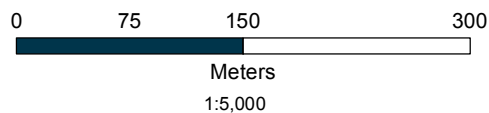
- a) Minimum 1 deciduous tree (min 50mm caliper, canopy occurring 2.0 metres above finish grade) every 10.0 metres along the street frontage.

8.4.6.6 Playground Structures

Every Apartment Building, Townhouse development or Cluster Housing development containing 100 or more dwelling units on the lot or site shall provide a playground with a play structure. The playground shall be a minimum of 1.0 m² for each dwelling unit on the site or lot and shall be considered part of the landscaped area. The play structure shall conform to CSA standards.



Multi Family District
(A portion of Lot 2 Block 1
Plan 1021640)



Land Use
Bylaw
Amendment





Aerial Photograph of Subject Parcels
(Affordable Housing Site: Parcels 63 & 64)

Attachment 3



Subject: Bylaw No. 13/041 – Land Use Bylaw Amendment for Health Care Facility – A Portion of Lot 2, Block 1, Plan 102 1640 (Parsons Creek)**APPROVALS:**

Bradley Evanson, Director
Henry Hunter, Executive Director
Glen Laubenstein, Chief Administrative Officer

Recommendations:

1. THAT Bylaw No. 13/041, being a Land Use Bylaw amendment specific to a portion of Lot 2, Block 1, Plan 102 1640 (Parsons Creek), be read a first time.
2. THAT the required public hearing be held on Tuesday, November 26, 2013.

Summary:

An application has been received to amend the Land Use Bylaw specific to a portion of Lot 2, Block 1, Plan 102 1640. The application is to redesignate the subject property from Waterfront District (WD) and Mixed Development District (MDD) to Public Services District (PS) and add Community Facility as a Permitted Use in this district. Further, the amendment will require the addition of the definition of Community Facility to Part 1 Section 10 of the Land Use Bylaw.

Administration supports approval of the redesignation. The authority to amend the Land Use Bylaw is vested with Council under the *Municipal Government Act*.

Background:

Consisting of approximately 817 hectares, Parsons Creek is a master-planned community under development by the Government of Alberta. On January 25, 2011, Council approved the Land Use Bylaw amendment for Phase One of Parsons Creek (Bylaw No. 11/001) to facilitate development.

On February 14, 2012, Council authorized the Mayor to approach the Federal and Provincial Government with respect to acquiring the property commonly known as Willow Square for the purpose of developing an Aging in Place facility in the downtown core, which would provide convenient access to health care amenities and commercial facilities. The Municipality has been successful in acquiring the land and engaging the community regarding the development of this proposed Aging in Place facility.

In January 2013, Administration was approached regarding the expansion of Phase One of Parsons Creek to include an additional Aging in Place facility.

On February 21, 2013, an application was accepted to amend the Land Use Bylaw to redesignate the subject property as Public Services District (PS), add Community Facility as a Permitted Use in the Public Services District, and add the definition of Community Facility to Part 1 of the Land Use Bylaw. An Aging in Place facility (continuing care facility) is proposed for the subject property and would be approximately 8,417 square metres and would provide the Municipality with services for assisted living that are needed in our region. A proposed additional facility of approximately 3,400 square metres would accommodate provincial health services offices and clinic spaces.

Rationale for Recommendations:

The purpose of the Public Services District is to provide for the development of buildings and uses for the delivery of educational, health, government, and other institutional services. Based on the purpose of the Public Services District, the addition of Community Facility as a permitted use would be a suitable addition in Parsons Creek.

Administration has worked with the applicant to bring forward a redesignation proposal that is consistent with the long-term goals of the Municipal Development Plan (MDP). While this proposal is located in a neighbourhood currently under development without access to full levels of community amenities and public transportation, Parsons Creek is a multi-phased development and each phase of development will bring additional community amenities and facilities to support the uses within the community. This is because the multi-staged development agreement for Parsons Creek limits the number of occupied residential units to preclude overcrowding of Rainbow Creek Drive. Subsequent phases or additions to Phase One are supportable only with the completion of secondary access via Highway 686. The recent contract execution by Alberta Transportation for this work will provide a sufficient timeline for completion of the Highway and interchange to provide some level of certainty that there will be a population warranting development of these community amenities and facilities.

In the short term, the Willow Square site is immediately available for an Aging in Place facility in the City Centre. This site is fully serviced and within close proximity to existing services and facilities that future residents of such facilities regularly require. This would not, however, preclude planning for an additional facility north of the river in the New Neighbourhoods, as anticipated in the Municipal Development Plan.

Administration supports the proposed amendment. While development and occupancy of the site cannot occur until Highway 686 is operational, consideration of a preliminary application such as a redesignation is acceptable at this point in time. To enable Council to fully consider the matter, which includes input from stakeholders, it is recommended that Bylaw No. 13/041 be given a first reading and a public hearing scheduled to be held on Tuesday, November 12, 2013.

Attachments:

1. Bylaw No. 13/041
2. Aerial Photograph of Subject Parcels (Wellness & Continuing Care Centre Sites: Parcel 8d)
3. Subdivision Location Plan

BYLAW NO. 13/041

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

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

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

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

1. Land Use Bylaw No. 99/059 is hereby amended by:

(a) Redesignating a portion of Lot 2, Block 1, Plan 102 1640 from Waterfront District (WD) & Mixed Development District (MDD) to Public Services District (PS), as depicted in Schedule A.

(b) Adding the following to Section 10:

COMMUNITY FACILITY means a building or premises intended for use by the general public. This includes community recreational facilities, community service facilities, places of religious assembly, education service facilities, and medical or health service centre.

2. The Chief Administrative Officer is authorized to consolidate this bylaw.

3. This bylaw shall be passed and become effective when it receives third reading and is signed by the Mayor and Chief Legislative Officer.

READ a first time this _____ day of _____, A.D 2013.

READ a second time this _____ day of _____, A.D. 2013.

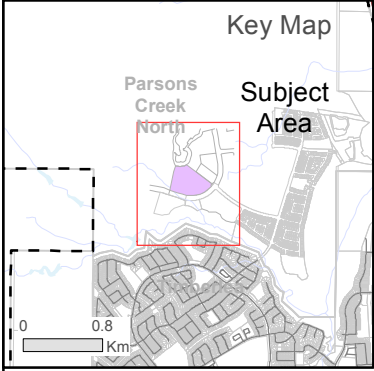
READ a third and final time this _____ day of _____, A.D. 2013.

SIGNED and PASSED this _____ day of _____, A.D. 2013.

Mayor

Chief Legislative Officer

Key Map



Subject Area

Parsons Creek North

Unnamed Street

A portion of
Lot: 2
Block: 1
Plan: 1021640

From WD (Waterfront District)
and MDD (Mixed Development District)
to PS (Public Service District)

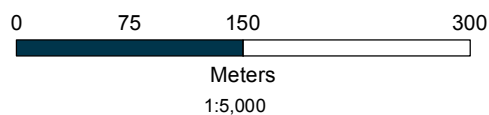
Callen Drive

Unnamed Road

FIREWEED CRESCENT



Public Service District
(A portion of Lot 2 Block 1
Plan 1021640)



Land Use
Bylaw
Amendment



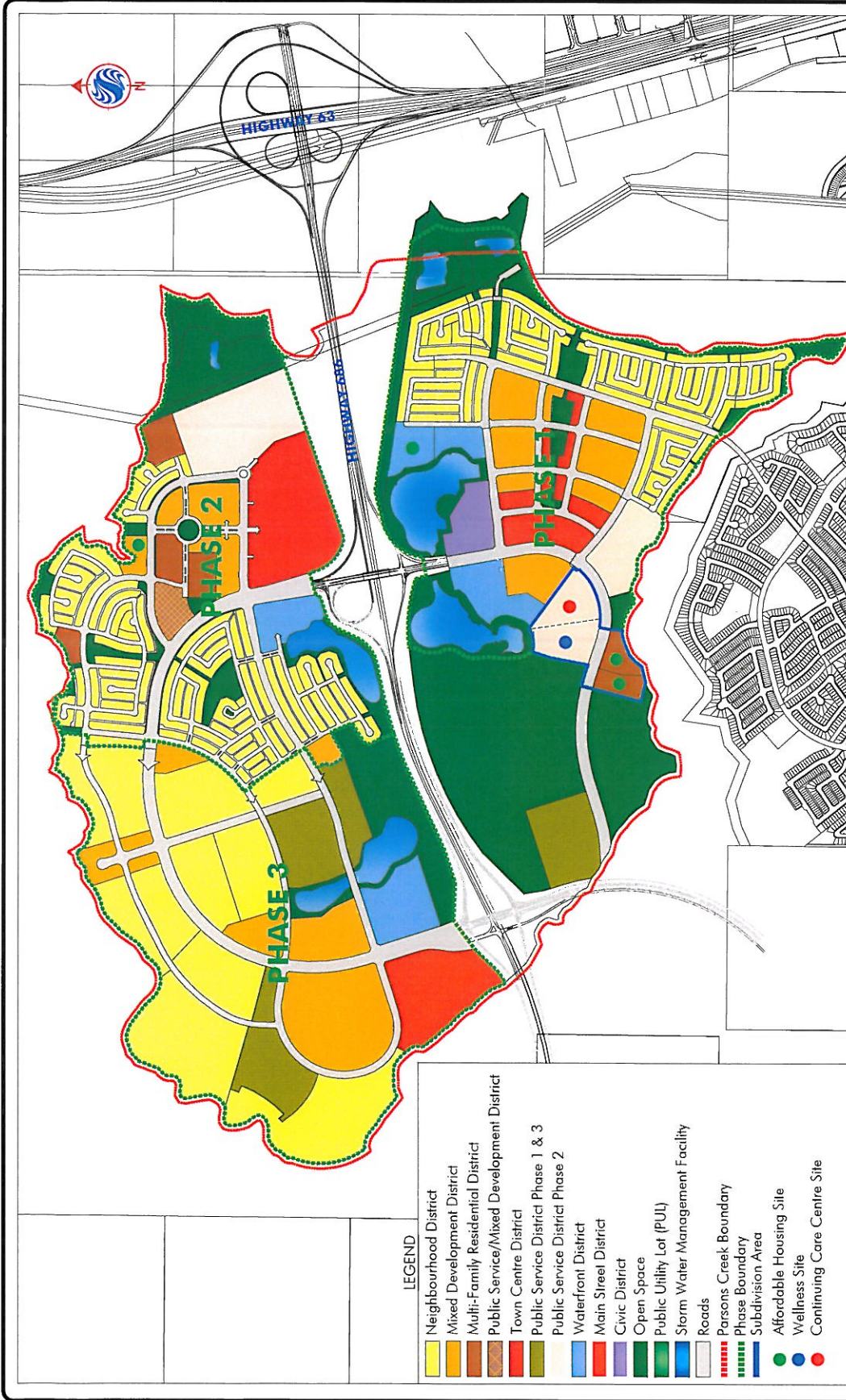
REGIONAL MUNICIPALITY
OF WOOD BUFFALO

Aerial Photograph of Subject Parcels

(Wellness & Continuing Care Centre Sites: Parcel 8d)

Attachment 2





1100 - 4000 50th Avenue
Red Deer, AB T4L 1X7
PH: (403) 244-3300
F: (403) 244-2000

Prepared for:

Alberta Infrastructure

November 2013

Parsons Creek

Subdivision Location Plan

DRAWN BY: SAS
CHECKED BY: GCL
PROJECT # 112849152

Subject: Council Committees Bylaw – Bylaw No. 13/038**APPROVALS:**

Surekha Kanzig, Director
Brian Makey, Acting Chief Administrative Officer

Administrative Recommendations:

1. THAT Bylaw No. 13/038, being the Council Committees Bylaw, be read a first time.
2. THAT Bylaw No. 13/038 be read a second time.
3. THAT Bylaw No. 13/038 be considered for third reading.
4. THAT Bylaw No. 13/038 be read a third and final time.
5. THAT Council Members be appointed to Council Committees, as follows:
 - Audit and Budget – Mayor Blake, Councillors Bussieres, Chadi, Germain and Stroud
 - Public Engagement and Communications – Mayor Blake, Councillors Ault, Boutilier, Cardinal and McGrath
 - Rural Development – Mayor Blake, Councillors Cardinal, Meagher, Stroud and Vinni
 - Transportation – Mayor Blake, Councillors Ault, Bussieres, McGrath and Meagher

Summary and Background:

At the October 29, 2013 Organizational Meeting, Council unanimously passed a resolution directing Administration to bring forward a framework to provide for the establishment of the following Council Committees: Audit and Budget, Public Engagement and Communications, Rural Development, and Transportation. At the present time, Council has only one Standing Committee – Governance, Agenda and Priorities Standing Committee, which was established by bylaw in 2010.

Both the Municipal Government Act and Council's Procedure Bylaw provide for the establishment of Council Committees by bylaw.

Rationale for Recommendations:

The Municipal Government Act and Council's Procedure Bylaw provide for the establishment of Council Committees by bylaw. A bylaw has been drafted for Council's consideration, which is intended to provide the initial framework to establish the Committees. As with any bylaw, it

would be subject to refinement and amendment as the role and function of the individual Committees evolves and is more fully defined.

It is recommended that it be given all three readings at one sitting to enable Council to move ahead with the new committee structure.

Attachments:

1. Bylaw No. 13/038

BYLAW NO. 13/038

BEING A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO ESTABLISH VARIOUS COUNCIL COMMITTEES

WHEREAS the *Municipal Government Act, R.S.A. 2000*, c.M-26, as amended, provides that a Council may pass Bylaws in relation to the establishment and functions of Council Committees;

WHEREAS the Council of the Regional Municipality of Wood Buffalo has resolved to improve its governance structure through the development of a clear and organized set of result-based governance policies, processes, and committee structures;

AND WHEREAS the Council of the Regional Municipality of Wood Buffalo wishes to establish Council Committees in an ongoing effort to improve the delivery of good government to the residents of the Regional Municipality of Wood Buffalo;

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

Short Title

1. This Bylaw shall be cited as the "Council Committees Bylaw".

Establishment

2. The following Council Committees are established for the purpose of developing and evaluating policies and programs for the Regional Municipality of Wood Buffalo:
 - (a) Audit and Budget;
 - (b) Governance, Agenda and Priorities
 - (c) Public Engagement and Communications;
 - (d) Transportation; and
 - (e) Rural Development

Audit and Budget Committee

3. The function of the Audit and Budget Committee is to review and make recommendations to Council on matters relating to budget, finance and taxation.
4. Subject to Section 5, membership of the Audit and Budget Committee is the Mayor, two (2) Councillors from the urban service area and two (2) Councillors from the rural service area.

5. The Audit and Budget Committee will schedule one or more special meetings each year to review the annual operating and capital budgets.

Governance, Agenda and Priorities Committee

6. The function of the Governance, Agenda and Priorities Committee is to develop and recommend to Council a legislative and strategic agenda to encompass both strategic planning and priority-setting, and to develop governance structures, policies and procedures for recommendation to Council.
7. Membership of the Governance, Agenda and Priorities Committee is the Mayor and four (4) Councillors, with at least one (1) Councillor representing the rural service area.

Public Engagement and Communications Committee

8. The function of the Public Engagement and Communications Committee shall be to review and make recommendations to Council on municipal communication matters, including the development of programs, guidelines and strategies related to communication, with an over-arching objective of enhancing the Municipality's communication function with all stakeholders and residents.
9. Membership of the Public Engagement and Communications Committee will be the Mayor and four (4) Councillors, with at least one (1) Councillor representing the rural service area.

Rural Development Committee

10. The function of the Rural Development Committee is to review and make recommendations regarding the provision of core municipal services and programs to all rural communities within the Regional Municipality of Wood Buffalo.
11. Membership of the Rural Development Committee will consist of the Mayor and four (4) Councillors, with at least two (2) Councillors representing the rural service area.

Transportation Committee

12. The function of the Transportation Committee is to develop and review, for recommendation to Council, transportation plans to ensure the safe, efficient and orderly movement of traffic and pedestrians throughout the Regional Municipality of Wood Buffalo.
13. Membership of the Transportation Committee will consist of the Mayor and four (4) Councillors.

Membership

14. Appointments to all Council Committees will be reviewed on a yearly basis and confirmed, by resolution, at the annual Organizational Meeting of Council.
15. Any Councillor may attend any meeting of any Committee and participate in discussion and debate, but may not make motions or vote unless duly appointed as a member by Council resolution.

Chairmanship

16. The first meeting of all Council Committee meetings will be chaired by the Mayor, with subsequent chairmanship being determined by a vote of the respective Committee.
17. In the event that the Chair is unable to attend a meeting, chairmanship will fall to the Mayor.
18. If the Mayor is unavailable, chairmanship will be determined based on the following:
 - (a) If the Deputy Mayor is a member, then the Deputy Mayor will preside;
 - (b) If the Acting Mayor is a member, then the Acting Mayor will preside;
 - (c) If neither the Deputy or Acting Mayor is a member, one of the members in attendance shall be selected by a show of hands from among those present.

Meetings

19. All Committees will meet on an as-needed basis, or at a pre-determined date and time.
20. Deliberations of all Council Committees will be will be open to the public in accordance with the *Municipal Government Act, R.S.A. 2000, c.M-26*, as amended, except where the matter under discussion falls within one of the Exceptions to Disclosure categories referred to in the *Freedom of Information and Protection of Privacy Act, R.S.A. 2000, c.F-25*, as amended.
21. All Council Committee meetings will be conducted in accordance with the requirements of the *Municipal Government Act, R.S.A. 2000, c.M-26*, as amended, and Procedure Bylaw No. 06/020 of the Regional Municipality of Wood Buffalo, as amended or repealed and replaced from time to time.
22. Council Committee meetings will not be held during any scheduled recess period set by resolution of Council.
23. Council Committee Meetings may be conducted by means of electronic or other

communication facilities. Members participating in a meeting held by means of a communication facility are deemed to be present at the meeting.

Repeal and Effective Date

24. Bylaw No. 10/016, being the Governance, Agenda and Priorities Standing Committee, is hereby repealed.
25. This Bylaw shall become effective when it receives third and final reading and has been signed by the Mayor and Chief Legislative Officer

READ a first time this _____ day of _____, A.D. 2013.

READ a second time this _____ day of _____, A.D. 2013.

READ a third and final time this _____ day of _____, A.D. 2013.

SIGNED and PASSED this _____ day of _____, A.D. 2013.

Mayor

Chief Legislative Officer

Subject: Procedure Bylaw Amendment – Bylaw No. 13/039**APPROVALS:**

Surekha Kanzig, Director
Brian Makey, Acting Chief Administrative Officer

Administrative Recommendations:

1. THAT Bylaw No. 13/039, being an amendment to Procedure Bylaw No. 06/020, be read a first time.
2. THAT Bylaw No. 13/039 be read a second time.
3. THAT Bylaw No. 13/039 be considered for third reading.
4. THAT Bylaw No. 13/039 be read a third and final time.

Summary:

Following the 2013 General Election, many Council Members expressed a strong desire to create a more open, transparent and inclusive Council process. A change in Council process requires an amendment to the Procedure Bylaw.

Background:

Throughout the 2013 General Election, many citizens indicated that they felt disconnected from Council proceedings and the Municipality. As a result, Council Members have requested that all meetings be open to the public to allow for a more open and inclusive process, which includes the sharing of information. Based on this feedback from Council Members, Administration has drafted an amendment to the Municipality's Procedure Bylaw to modify the existing Administrative Briefing format to more closely follow the standard parliamentary procedure identified in Robert's Rules of Order, which would allow for it to be conducted in the same fashion as a regular Council meeting. As the intent of an Administrative Briefing is to share information, Council has no approval authority during an Administrative Briefing, and does not make decisions, debate matters or give direction, but does have the ability to make motions and vote to receive items as information, amend, postpone and refer matters.

Rationale for Recommendations:

The proposed amendment will provide an open, transparent and inclusive process, while still enabling Council to conduct its business within the confines of the Municipal Government Act and the Freedom of Information and Protection of Privacy Act.

It is recommended that the proposed bylaw be given all three readings at one sitting to enable Council to move ahead with public Administrative Briefings.

Attachments:

1. Bylaw No. 13/039
2. Procedure Bylaw Excerpt with Proposed Changes

BYLAW NO. 13/039

**BEING A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO
AMEND PROCEDURE BYLAW NO. 06/020**

WHEREAS pursuant to Section 7 of the Municipal Government Act, R.S.A. 2000, c. M-26, as amended, a Council may pass bylaws to establish Council Committees and to regulate the conduct of Council and Council Committee meetings to promote orderly proceedings and to provide for open and effective government.

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

1. Bylaw No. 06/020 is amended by:
 - (a) Deleting the existing definition of “Administrative Briefing” in section 2(c.1) and inserting the following “Administrative Briefing” means a public meeting scheduled for the purpose of sharing information with Council Members.
 - (b) Deleting section 116 in its entirety.
 - (c) Deleting the existing text from section 117 and inserting the following: “Administrative Briefings shall be open to the public; however, all public delegations must occur at a Council meeting.
 - (d) Deleting the existing text from section 118 and inserting the following: “Administrative Briefings shall be conducted in accordance with the rules for Council meetings as set out in this bylaw”.
2. The Chief Administrative Officer is authorized to consolidate this bylaw.
3. This bylaw shall be passed upon receiving third reading and being signed by the Mayor and Chief Legislative Officer.

READ a first time this _____ day of _____, A.D. 2013.

READ a second time this _____ day of _____, A.D. 2013.

READ a third and final time this _____ day of _____, A.D. 2013.

SIGNED and PASSED this _____ day of _____, A.D. 2013.

Mayor

Chief Legislative Officer

XV. ADMINISTRATIVE BRIEFINGS (BL 13/011)

115. Administrative Briefings shall be held at a time and location set by Administration.
116. ~~Matters scheduled to be heard at an Administrative Briefing must meet the exception to disclosure criteria identified within Part 2 of the Freedom of Information and Protection of Privacy, Act, R.S.A. 2000, c.F-25, as amended, and are subject to approval by the Chief Administrative Officer, or his delegate.~~
117. Administrative Briefings shall ~~not~~ be open to the public; however, all public delegations must occur at a Council meeting.
118. ~~Only those members of Administration who are scheduled may attend or participate in an Administrative Briefing.~~ Administrative Briefings shall be conducted in accordance with the rules for Council meetings as set out in this bylaw
119. Council shall not make decisions, give direction to Administration, or enter into debate regarding any of the information presented at an Administrative Briefing. All decision, direction and debate must occur in a public Council meeting.

