



## **Council Meeting**

Jubilee Centre Council Chamber  
9909 Franklin Avenue, Fort McMurray

Tuesday, May 13, 2014  
6:00 p.m.

---

### **Agenda**

#### **National Anthem**

#### **Call To Order**

#### **Opening Prayer**

#### **Adoption of Agenda**

#### **Minutes of Previous Meeting**

1. Minutes of previous Council Meeting - April 22, 2014
2. Appointment of Interim Chief Administrative Officer

#### **Delegations**

3. Laurie MacNeill, Canadian Union of Postal Workers re: Community Mail Boxes
4. Wayne Matthews, resident re: Clearwater Postal Facility Retail Hours
5. Sean Graham, resident re: Public Transit

6. Sean Graham, resident re: Chief Administrative Officer

*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.*

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

7. Land Use Bylaw Amendment – 9206 McCormick Drive – Lot 2, Block 21, Plan 2463 TR - Bylaw No. 14/016
  - Cancellation of Public Hearing
8. Land Use Bylaw Amendment – A Portion of Lot 2, Block 1, Plan 102 1640 (Parsons Creek) - Bylaw No. 14/017
  - Public Hearing
  - 2nd and 3rd readings

### **Bylaws**

9. 2014 Debenture Borrowing for Previously Approved Capital Projects
  - 2nd and 3rd readings
10. 2014 Debenture Borrowing for Five New Capital Projects
  - 2nd and 3rd readings
11. 2014 Property Tax Rate Bylaw – Bylaw No. 14/019

### **Reports**

12. Subdivision Time Extension Request – Cliff Avenue
13. 2014 – 2016 Fiscal Management Strategy
14. Community Identification Committee Recommendations - Timberlea Outdoor Rink

15. Council Expense Summary - January 1 - March 31, 2014

**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, April 22, 2014, commencing at 6:00 p.m.**

**Present:** M. Blake, Mayor  
T. Ault, Councillor  
G. Boutilier, Councillor  
L. Bussieres, Councillor  
J. Cardinal, Councillor  
S. Germain, Councillor  
K. McGrath, Councillor (via teleconference)  
P. Meagher, Councillor  
J. Stroud, Councillor  
A. Vinni, Councillor

**Absent:** J. Chadi, Councillor

**Administration:** G. Laubenstein, Chief Administrative Officer  
S. Kanzig, Chief Legislative Officer  
A. Hawkins, Legislative Officer  
E. Franks, Legislative Coordinator

**Call To Order**

The Mayor called the meeting to order at 6:11 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 by adding Item 9 - 2014 Property Tax Rate Bylaw – Bylaw No. 14/019; and that the Agenda be adopted as amended.  
CARRIED UNANIMOUSLY

**Minutes of Previous Meetings**

**1. Council Meeting - April 8, 2014**

Moved by Councillor J. Stroud that the Minutes of the April 8, 2014 Council meeting be approved as presented.  
CARRIED UNANIMOUSLY

**Delegations**

**2. Kimberly Fiske, citizen poet re: National Poetry Month**

**Kimberly Fiske, resident,** presented a poem “The Worry Stone” as part of a Canada Wide Poetry Challenge.

Moved by Councillor J. Stroud that the presentation by Kimberly Fiske, citizen poet, be received as information.

CARRIED UNANIMOUSLY

**3. Erin Schwab, Vice Chair and Sarah Neiman, Treasurer, Wood Buffalo Arts Council re: 2014 Operating Grant**

**Ms. Erin Schwab, Vice Chair and Ms. Sarah Neiman, Treasurer of the Wood Buffalo Arts Council** provided an update to Council on behalf of the Wood Buffalo Arts Council.

It was requested that Administration provide the background rationale for the \$250,000.00 request from Wood Buffalo Arts Council.

Moved by Councillor G. Boutilier that the presentation made by Erin Schwab and Sarah Neiman for the Wood Buffalo Arts Council be accepted as information.

CARRIED UNANIMOUSLY

**4. Dave Hodson re: Aging in Place**

**Mr. Dave Hodson, resident, and Mrs. Myrtle Dussault, resident**, expressed their concerns to Council regarding the need for an Aging in Place facility within the Municipality, and requested that the Municipality create a Council for Aging to address issues in related to aging in place.

Mayor M. Blake indicated that Administration would undertake research on similar committees and bring a report forward with recommendations on how to proceed.

Moved by Councillor P. Meagher that the presentation made by Dave Hodson regarding Aging in Place be received as information.

CARRIED UNANIMOUSLY

**Recess**

A break occurred from 7:08 p.m. to 7:24 p.m.

**Jim Rogers, resident**, spoke in relation to the 2013 Audited Consolidated Financial Statements and expressed his concerns about some of the items defined as assets.

Moved by Councillor P. Meagher that the presentation made by Jim Rogers, be accepted as information.

CARRIED UNANIMOUSLY

**Presentations**

**5. Rachel Gosse, Deloitte re: 2013 Audited Financial Statements**

**Rachel Gosse, Deloitte**, provided an overview of the 2013 Audited Financial Statements.

**6. 2013 Audited Consolidated Financial Statements**

Moved by Councillor A. Vinni that the 2013 Audited Consolidated Financial Statements of the Regional Municipality of Wood Buffalo for the year ended December 31, 2013 be accepted as information.

CARRIED UNANIMOUSLY

**Public Hearings and Related Reports****7. Land Use Bylaw Amendment – 9206 McCormick Drive – Lot 2, Block 21, Plan 2463 TR - Bylaw No. 14/016**

Moved by Councillor J. Stroud that the public hearing for Bylaw No. 14/016 be re-scheduled to May 13, 2014.

CARRIED UNANIMOUSLY

**8. Land Use Bylaw Amendment (Eagle Ridge Commercial Site) - Bylaw No. 14/018**

Moved by Councillor P. Meagher that the Public Hearing for Bylaw No. 14/018 be opened.

CARRIED UNANIMOUSLY

**Bradley Evanson, Manager, Community Development Planning**, introduced the Land Use Bylaw Amendment on behalf of Administration.

**Rick Lewis, Project Architect, Gibbs/Gage Architects**, spoke on behalf of the Applicant and explained the plans for the site.

**Jim Rogers, resident**, spoke in support of the Land Use Bylaw Amendment.

**Mike Durocher, resident**, spoke in support of the Land Use Bylaw Amendment.

Moved by Councillor P. Meagher that the Public Hearing for Bylaw No. 14/018 be closed.

CARRIED UNANIMOUSLY

The Public Hearing was held between 7:45 p.m. and 8:05 p.m.

Moved by Councillor J. Stroud that Bylaw No. 14/018, being an amendment to Land Use Bylaw No. 99/050, be read a second time.

CARRIED UNANIMOUSLY

Moved by Councillor A. Vinni that Bylaw No. 14/018 be read a third and final time.

CARRIED UNANIMOUSLY

**Bylaws****9. 2014 Property Tax Rate Bylaw – Bylaw No. 14/019**

Moved by Councillor P. Meagher that Bylaw No. 14/019, being the 2014 Property Tax Rate Bylaw be read a first time.  
CARRIED UNANIMOUSLY

**10. Land Use Bylaw Amendment – A Portion of Lot 2, Block 1, Plan 102 1640 (Parsons Creek) - Bylaw No. 14/017**

Moved by Councillor J. Stroud that Bylaw No. 14/017, being an amendment to Land Use Bylaw No. 99/059 specific to a portion of Lot 2, Block 1, Plan 102 1640 (Parsons Creek), be read a first time; and that the required public hearing be held on May 13, 2014.

CARRIED UNANIMOUSLY

**Reports**

**11. Subdivision Time Extension Request - Saprae Creek (File Number 2011-SU-00083)**

Moved by Councillor G. Boutilier that the application for Subdivision Time Extension for Lot 1, Block 5, Plan 082 1581 be approved for one year until March 26, 2015.

CARRIED UNANIMOUSLY

**New and Unfinished Business**

**12. Appointment of Councillors to Regional Recreation Corporation**

Moved by Councillor G. Boutilier that Councillors McGrath and Cardinal be appointed to the Regional Recreation Corporation Board of Directors, effective immediately.

CARRIED

For: M. Blake, T. Ault, G. Boutilier,  
L. Bussieres, J. Cardinal, S. Germain,  
K. McGrath, P. Meagher, J. Stroud  
Opposed: A. Vinni

**13. Notice of Motion – Demolition of Expropriated Properties**

Moved by Councillor K. McGrath that Administration be directed to undertake the immediate demolition and clean-up of all vacant expropriated commercial and residential properties in the City Centre Area, with all work to be completed by no later than June 15, 2014.

CARRIED

For: M. Blake, T. Ault, G. Boutilier,  
L. Bussieres, J. Cardinal, S. Germain,  
K. McGrath, J. Stroud, A. Vinni  
Opposed: P. Meagher

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

Councillor T. Ault - SPCA Walk to End Animal Abuse

Councillor G. Boutilier – University of Alberta’s awarding of an honorary law degree to Mrs. Elsie Yanik

### **Exit**

Councillor G. Boutilier exited the meeting at 8:41 p.m.

Councillor J. Stroud – 2015 Canadian Ringette Championships, Aboriginal Women in Business Ladies Luncheon, Roundtable discussion on Missing and Murdered Aboriginal Women

Councillor J. Cardinal - Roundtable discussion on Missing and Murdered Aboriginal Women

Mayor M. Blake - Volunteer Managers Luncheon, Aboriginal Women in Business Ladies Luncheon, Leadership Wood Buffalo learning day

Councillor K. McGrath – Aboriginal Women in Business Ladies Luncheon

### **Adjournment**

Moved by Councillor J. Stroud that the meeting be adjourned.  
CARRIED UNANIMOUSLY

The meeting adjourned at 8:50 p.m.

---

Mayor

---

Chief Legislative Officer



**Subject: Appointment of Interim Chief Administrative Officer****APPROVALS:**

Surekha Kanzig, Chief Legislative Officer

**Administrative Recommendation:**

THAT Marcel Ulliac be appointed as Interim Chief Administrative Officer for the Regional Municipality of Wood Buffalo, effective immediately; and

THAT the all previous appointments to the position of Chief Administrative Officer be revoked, effective May 1, 2014.

**Summary:**

The Municipal Government Act requires that a resolution of Council be passed to effect any change in appointment to the position of Chief Administrative Officer.

**Background:**

Marcel Ulliac brings years of knowledge and experience to the position, having been employed with the Municipality since 1985 in the capacity of Regional Clerk, Divisional Manager of Corporate Services and most recently Director of Land Administration. As a long-term employee with strong ties to the community, Marcel has a first-hand understanding of the challenges ahead, making him well-equipped to provide the clear direction needed to move the organization forward.

**Rationale for Recommendation:**

Following the resignation of the former Chief Administrative Officer on April 30, 2014, it is necessary to appoint an individual to the position in an interim capacity.





## 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	Tuesday April 22, 2014
Name of Presenter(s)	Laurie MacNeill
Organization Represented	Canadian Union of Postal Workers
Topic	Community Mail Boxes
Please List Specific Points/Concerns	<ul style="list-style-type: none"><li>- cost to municipality</li><li>- job loss</li><li>- vehicle access</li><li>- litter around CMB's</li><li>- retail services</li></ul>
Action Being Requested of Council	resolutions

### Are you providing any supporting documentation (ie: Powerpoint)?

If yes, the documentation must accompany this request, as handouts will not be distributed at the meeting. To ensure that your documents meet minimum standards, please see presentation guidelines on the next page.

Supporting documents may be e-mailed to [Legislative.Assistants@woodbuffalo.ab.ca](mailto:Legislative.Assistants@woodbuffalo.ab.ca).

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



Canada Post announced massive cutbacks to our public postal service on December 11, 2014. They plan to eliminate door-to-door mail delivery, dramatically increase stamp prices and close public post offices. The Canadian Union of Postal Workers (CUPW) is working with allies from coast-to-coast-to-coast to ensure these cuts do not occur.

### **The impact of the cuts**

With the government's plan, the number of people who will have to walk or drive to get their mail will increase by 132%. Seniors and people with disabilities would have difficulty accessing the community mailbox sites, especially in winter. Furthermore, the mailboxes are notorious for theft, litter and lack of snow removal.

The stamp price increases will have a significant impact on small businesses, organizations, municipalities and charities. These are groups that help our society stay socially and economically strong and vibrant. Many of those affected by the cutbacks are coming forward to voice their concerns.

### **The cuts are not necessary**

Canada Post has been profitable for 17 out of the last 18 years. The only year Canada Post failed to make a profit was largely due to a pay equity settlement and postal worker lock out. In fact, Canada Post has paid over \$1.5 Billion to the federal government in the form of dividends and income taxes since 1996.

Canada Post relied on a faulty report from the Conference Board of Canada to justify the service cuts. It anticipated Canada Post would lose \$250 million in 2012 when it actually made \$98 million in profit.

How can we trust their projections for 2020 when they've already gotten the numbers wrong. Furthermore, the postal service commissioned the report and Canada Post CEO, Deepak Chopra, actually sits on the organization's board of directors, a clear conflict of interest.

### **Little consultation**

These are serious cuts to our public postal service that were announced with barely any consultation. Canada Post had an online comment section, and held invite-only meetings in 46 communities. This is not at all adequate given the scale of the cuts.

### **Other options for our postal service**

Canada Post does have to change. It could choose an innovative approach adopted by many postal administrations worldwide through postal banking and financial services. The UK, France, Italy, Switzerland and many other countries have profitable postal banks. Today we have thousands of communities with post offices but no banks; we have hundreds of thousands of citizens without bank accounts. Postal banking would fill this gap *and* help Canada Post remain financially sustainable.

### **Action**

CUPW encourages all individuals, non-profit and charitable organizations, municipalities and small businesses affected by the Canada Post cutbacks to voice their concern.

## **Save Canada Post: What you need to know**

### **1. Canada Post has been profitable for 17 out of the last 18 years.**

It has paid over \$1.5 Billion to the federal government in the form of dividends and income taxes since 1996.

### **2. The number of people with community mailboxes would increase by 132%.**

Right now, only 25% of households receive their mail at a community mailbox. Close to two thirds of households (63%) in our country currently get home delivery.

### **3. Stamp price increases affect individuals and small business the most.**

Individuals buying a single stamp face a 59% price increase versus pre-sorted lettermail, mostly used by big business, which only has a 15% increase. Individuals or small businesses buying a book or coil of stamps will see a 35% price increase versus big business with a postal metre who face a 19% increase.

### **4. There was little consultation before introducing these cuts.**

Canada Post and the government barely consulted on these cutbacks, despite a government charter review of the postal service planned for 2014. They had an online comment section on the Canada Post website, and held invite-only meetings in 46 communities.

### **5. Many post offices worldwide have postal banking to remain financially strong.**

Italy: BancoPosta at Poste Italiane brought in 48% of this post office's net profits (2012).

Switzerland: PostFinance generated 71% of Swiss Post's operating results (2012).

France: Banque Postal at La Poste did well enough in 2012 that it paid € 186 million (\$253 million CAD) in dividends to La Poste.

# Postal cuts: What do they mean for our society?

Canada Post's proposal to eliminate door-to-door mail delivery, dramatically increase stamp prices and close public post offices would have a significant impact on our families, our communities and our society. Let's work together to Save Canada Post.

## Accessibility

Many individuals have mobility or vision issues that limit their ability to collect mail at a community mailbox. In 2012, 13.7% of Canadians aged 15 and older reported being limited in their daily activities due to a disability.<sup>i</sup> The presence of disability increases steadily with age. One-third of Canadian seniors aged 65 and older reported having a disability. "I am the mother of two young boys. My youngest has cerebral palsy and uses a walker or wheelchair to get around. For me, Canada Post's decision would mean having to bundle them up and struggle through the snow with a wheelchair just to get our mail. And I am just one of thousands of Canadians who must already overcome mobility challenges on a daily basis." -Susan Dixon<sup>ii</sup>

Moving to community mailboxes will make an accessible public service more inaccessible to the many people who have a mobility or vision impairment.

## Public service

Canada Post provides a valuable and accessible public service. Having mail and parcel delivery to the home, accessible public post offices and affordable stamp prices are key features of that service. In fact, the Canadian Union of Postal Workers (CUPW) has long advocated for expanded services and innovation, including the expansion of door-to-door mail delivery. "To me, Canada Post is as vital and as important as any police or fire service that we have and we should be able to count on them."<sup>iii</sup>

-Terry Bertrand, resident of Keswick

In 2008, the Canada Post Corporation Strategic Review found "considerable if not unanimous support for maintaining a quality, affordable universal service for all Canadians and communities."<sup>iv</sup> The strategic review also noted that many Canadians viewed the universal service obligation as fostering Canada's social and economic network and development.<sup>v</sup>

## Public space

Canada Post's proposal would result in community mailboxes being installed on municipal and private property throughout dense urban and suburban neighbourhoods. These neighbourhoods were not designed or built for community mailboxes. Individuals and communities will fight against having unsightly metal boxes installed in their backyard, schoolyard or park. This will affect property values and inevitably have a negative impact on the look, feel and functionality of valued and limited public spaces. Furthermore, the problems with snow removal and litter have been well documented.<sup>vi</sup> Community mailbox sites are often unsafe, inaccessible and unattractive.

Many have also voiced concern over theft, vandalism and identity theft at community mailbox sites. Valuable parcels and financial documents would be left in community mailboxes that may be low-lit or not have much traffic. Several RCMP branches in British Columbia warned citizens to safeguard their mail due to community mailbox break-ins in late 2013.<sup>vii</sup>

## Environmental assessment

The switch from door-to-door to community mailbox delivery would inevitably have an environmental impact. How many residents will drive to their mailbox? How many will idle while they collect their mail? These are questions we need answered prior to any changes to Canada Post's delivery network. CUPW thinks Canada Post should release an environmental assessment of its proposed changes prior to any implementation.

## The impact on non-profit organizations

Many non-profit organizations have expressed concern that stamp price increases will affect their operations. Several non-profits have described the impact:

- World Vision Canada has estimated that the rate increases will cost them an additional \$300,000 per year, which equates to assisting five to ten thousand fewer children and their families struggling with poverty next year.
- The Toronto Symphony Orchestra estimates \$12,700 per year in donor dollars will be diverted from programming into administrative costs.
- The MS Society, which faces incremental postage costs of \$56,000, estimates the equivalent of 1,400 donations will need to be diverted from research and services.<sup>viii</sup>

The stamp price increases will put financial pressure on the many organizations that rely on the mail for their day-to-day operations.

## What you can do

Please consider writing Lisa Raitt, the Minister responsible for Canada Post (see enclosed template letter) and/or putting up a 'Save Canada Post' window sign. You may also want to tell your municipal councilor that you don't want community mailboxes in your neighbourhood

• Statistics Canada, 2012 Canadian Survey on disability. <http://www.statcan.gc.ca/daily-quotidien/131203/dq131203a-eng.htm>

• Susan Dixon, petition. <http://www.change.org/en-CA/petitions/don-t-let-canada-post-end-door-to-door-delivery>

• Riedner, Heidi. Keswick residents express anger at cancellation of home mail delivery.

<http://www.yorkregion.com/news-story/4356184-keswick-residents-express-anger-at-cancellation-of-home-mail-delivery/>

• Canada Post Corporation Strategic Review. Executive Summary, viii.

• Canada Post Corporation Strategic Review. P. 18

• Toronto Star, The Fixer: Shameful littering at community mailbox. Jack Lakey Sun Nov 13 2011

[http://www.thestar.com/yourtoronto/the\\_fixer/2011/11/13/the\\_fixer\\_shameful\\_littering\\_at\\_community\\_mailbox.html](http://www.thestar.com/yourtoronto/the_fixer/2011/11/13/the_fixer_shameful_littering_at_community_mailbox.html);

Globe and Mail. From theft to litter: Canada Post's delivery phase-out presents hurdles. Tu Thanh Ha, Dec. 12 2013, <http://www.theglobeandmail.com/news/national/from-theft-to-litter-canada-posts-delivery-phase-out-presents-hurdles/article15919435/>

• RCMP. Mail theft prevention Surrey, 2013-12-23

[http://surrey.rcmp-](http://surrey.rcmp-grc.gc.ca/ViewPage.action?siteNodeId=79&languageId=1&contentId=32872)

[grc.gc.ca/ViewPage.action?siteNodeId=79&languageId=1&contentId=32872](http://surrey.rcmp-grc.gc.ca/ViewPage.action?siteNodeId=79&languageId=1&contentId=32872)

• Imagine Canada. Letter to Hon. Lisa Raitt, PC, MP, January 20, 2014.

[http://sectorsource.ca/sites/default/files/transport\\_canada\\_submission\\_canada\\_post\\_14-01-20.pdf](http://sectorsource.ca/sites/default/files/transport_canada_submission_canada_post_14-01-20.pdf)

# Postal cuts: What do they mean to small businesses?

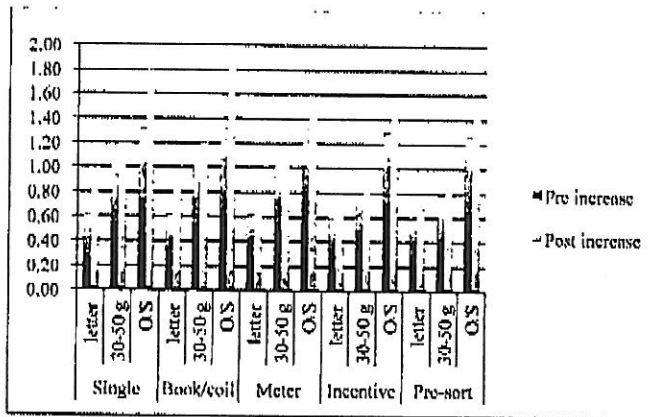
The small and medium sized business community has expressed concern at the recent cuts announced by Canada Post. Many businesses use the postal service as a cost-effective way to access new markets.<sup>1</sup> This is even more so for the e-commerce sector and in rural Canada.

## Price increases

Many small businesses have spoken publicly against the stamp price increases. Ruth Porter, a small business owner in BC, does approximately 85 per cent of her shipments through Canada Post. She is worried her customers will refuse to order by mail from her publishing business due to the stamp price increase.<sup>2</sup> Ruth Porter is not alone. Sixty-one per cent of small business owners said sending and receiving mail was very important to their business operations and 30 per cent said it was somewhat important in a recent poll from the Canadian Federation of Independent Business (CFIB).<sup>3</sup> "These hikes will have a significant impact on many small businesses that use the mail to connect with customers or invoice and pay suppliers," said Dan Kelly, CFIB president.

The dramatic price increases were implemented despite little consultation with the business community. Small and medium sized businesses said Canada Post paid insufficient attention to their needs relative to the attention given to large users in the 2008 Canada Post Corporation Strategic Review.<sup>4</sup> The graph to the right shows that the price increases will disproportionately affect individuals and small businesses rather than large volume mailers.

**Increases in stamp prices in Canada Post's Five Point Plan**



\*O/S refers to oversized items

## Eliminating door-to-door mail delivery

Many businesses have also expressed concern at Canada Post's proposal to eliminate door-to-door mail delivery. In Vancouver, councillor George Affleck noted the significant number of home-based businesses who rely on Canada Post. He asked, "Given the number of home-based businesses in Vancouver, what impact will that have on the city's prosperity and operating businesses in the city?"<sup>5</sup> This question is yet to be answered because Canada Post failed to hold consultations with the small and medium sized business community about the proposed changes.

## Reliability, security and privacy

Many Canadians trust Canada Post to deliver their mail and parcels because of its reliability, security and privacy. This trust is linked to the established system of delivery to the door. Community mailboxes have less supervision and may be located in low-light areas where residents fail to pick up mail daily. This would result in an arrangement that is much more susceptible to theft, vandalism and identity theft.

Theft was such a problem that Surrey RCMP issued an alert to citizens about taking "necessary precautions to safeguard their mail year round but especially during the holidays."<sup>6</sup> They stated that in the previous few weeks, communities in the British Columbia Lower Mainland had been victimized by community mailbox break-ins. In British Columbia, journalists have reported there were almost 4,880 incidents involving community mailbox theft from 2008-2013.<sup>7</sup>

The move to community mailboxes would also likely heighten the risk of identity theft. Businesses that issue or receive invoices or documents with sensitive financial information should be apprehensive. These security and privacy risks are of particular concern to businesses that are sending and receiving parcels and sensitive financial documents through the mail.

## What you can do

If your business is concerned with Canada Post's recent cutbacks, please consider writing Lisa Raitt, the Minister responsible for Canada Post (see enclosed template letter) and/or putting a 'Save Canada Post' window sign up in your business.

<sup>1</sup> Canada Post Corporation Strategic Review. P. 18.

<sup>2</sup> Letter from Ruth Porter, Poestar Calendars Ltd. to Lisa Raitt, January 9, 2014.

<sup>3</sup> CFIB. Small business alarmed by Canada Post price hikes.

<http://www.cfib-fcfe.ca/english/article/5746-canada-post-release.html>

<sup>4</sup> ibid. p.19

<sup>5</sup> Crawford, Emma, Business Vancouver. City to Canada Post: Don't slash home delivery. January 22, 2014.

<http://www.biv.com/article/20140122/BIV0109/140129969/city-to-canada-post-don-8217-t-slash-home-delivery>

<sup>6</sup> RCMP. Mail theft prevention Surrey, 2013-12-23

[http://surrey.rcmp-](http://surrey.rcmp-grc.gc.ca/ViewPage.action?siteNodeId=79&languageId=1&contentId=32872)

[grc.gc.ca/ViewPage.action?siteNodeId=79&languageId=1&contentId=32872](http://surrey.rcmp-grc.gc.ca/ViewPage.action?siteNodeId=79&languageId=1&contentId=32872)

<sup>7</sup> CBC News. Are Canada Post's community mailboxes really safe?

<http://www.cbc.ca/news/canada/british-columbia/are-canada-post-s-community-mailboxes-really-safe-1.2460515>

# COMMUNIQUE

Canadian Union of Postal Workers  
Syndicat des travailleurs et travailleuses des postes

377 rue Bank St. Ottawa K2P 1Y3 (613) 236-7238 (613) 563-7861 (fax)

## NEW POSTAGE HIKES BENEFIT BIG BUSINESS, HURT CHARITIES AND SMALLER BUSINESSES, SAYS UNION

For Immediate Release

March 31, 2014

OTTAWA –The Canadian Union of Postal Workers is pointing out that Canada Post's new higher postage rates, which come into effect today, are structured to give big businesses a break while individuals and smaller organizations will pay more.

Stamp booklets, usually purchased by individuals and smaller companies, are shooting up from 63 cents per stamp to 85 cents while single stamps will cost a dollar. Large-volume mailers, however, will pay only 69 or 70 cents per stamp.

Postage metre users will get a discount of 10 cents per stamp. The metres are manufactured and sold by the multinational corporation Pitney Bowes, where Deepak Chopra was President and CEO of the company's Canadian division before taking the reins at Canada Post.

"That's the Conservative way: one standard for their corporate friends and another for the rest of us," said CUPW National President Denis Lemelin, speaking at a press conference today with NDP MP Alexandre Boulerice.

In the wake of widespread popular opposition to its government-backed "5-Point Action Plan," Canada Post has gone into damage control mode, offering some temporary "relief" discounts on postage to smaller businesses and charities. However, the union says this is not good enough.

"Canada Post is supposed to provide public postal service for all and that includes fair prices for all," said Lemelin.

Rallies, door-to-door canvassing, town halls, petitions and other activities continue to take place across the country while the number of municipalities opposing Canada Post's plan is growing.

To see CUPW's plan for a better public postal service for all, visit [www.savccanadapost.ca](http://www.savccanadapost.ca).

-30-

For more information, please contact Kevin Matthews, CUPW Communications  
[kmatthews@cupw-sttp.org](mailto:kmatthews@cupw-sttp.org), 613-293-0547.

/bk cope 225

## **41 municipalities have passed resolutions**

## **5 municipal bodies or organizations have also passed resolutions**

What follows is an updated list of municipalities that have passed resolutions in support of door-to-door delivery and/or in opposition to Canada Post and Conservative plans for our public postal service:

Victoria, BC  
Medicine Hat, AB  
Vancouver, BC  
Sannich BC  
Sault Ste Marie, ON  
Kirkland Lake, ON  
New Westminster, BC  
Montreal, QC plus Montreal Outremont  
Charlottetown, PEI  
Fort Erie, ON  
Georgina, ON  
Windsor, ON  
Toronto, ON  
Brantford, ON  
Antigonish, NS  
Castlegar, BC  
Burnaby, BC  
Winnipeg, MB  
Hamilton, ON  
Dieppe, NB  
La Sarre, QC  
Notre-Dame-des-Prairies, QC  
Baie-Comeau, QC  
Truro, NS  
Fort St. John, BC  
Nelson, BC  
Kenora, ON  
Mascouche, QC

Repentigny, QC  
Saint-Valérien de Milton, QC  
Boucherville, QC  
Saint John's, NL  
Timmins, ON  
Miramichi, NS  
Brandon, MB  
Smithers, BC  
Thompson, MB  
Brampton, ON  
Temiskaming Shores, ON  
Bathurst, NB  
West Vancouver, BC

#### **5 municipal bodies or organizations**

Union des municipalités du Québec  
Federation of Canadian Municipalities Big Mayors Caucus  
MRC D'Abitibi-Quest  
MRC des Maskoutains  
MRC de Thérèse-De Blainville

## **Resolutions Re: Elimination of Door-to-Door Delivery**

**WHEREAS** Canada Post announced on December 11, 2013 that it plans to convert all door-to-door delivery to community mailbox (CMB) delivery;

**WHEREAS** community mailboxes are susceptible to vandalism, and have additional problems in terms of safety, accessibility, litter, snow build-up and environment;

**WHEREAS** going to CMB delivery would be especially hard on seniors and people with disabilities and could undermine their ability to live independently and their health and safety;

**WHEREAS** door-to-door delivery helps build strong communities by providing a service that supports local businesses and residents;

**WHEREAS** there has been very little consultation over this major change in mail delivery;

**BE IT RESOLVED** that the municipality of Fort McMurray send a letter to the Minister responsible for Canada Post that:

1) Informs the Minister that the municipality of Fort McMurray wants to keep and expand door-to-door delivery

2) Requests that the government consult with Canadians about what kind of Postal Service they need before allowing Canada Post to make major changes to public Postal Service.

### **MAILING INFORMATION**

**Please send your resolution to:** Lisa Raitt, Minister of Transport, Place de Ville, Tower C, 29th Floor, 330 Sparks Street, Ottawa, Ontario, K1A 0N5.

**Please send copies of your resolution to:**

Denis Lemelin, President, Canadian Union of Postal Workers, 377 Bank Street, Ottawa, Ontario, K2P 1Y3

Your member of Parliament (or substitute) call 1-800-463-6868 for the address.

Claude Dauphin, President, Federation of Canadian Municipalities, 24 Clarence Street, Ottawa, Ontario, K1N 5P3

## Organization letter to Lisa Raitt

Please contact [savecanadapost@cupw-sttp.org](mailto:savecanadapost@cupw-sttp.org) for an electronic copy of this letter.

[Date]

Hon. Lisa Raitt, PC, MP  
Minister responsible for Canada Post  
House of Commons  
Ottawa ON K1A 0A6

Dear Ms. Raitt

We are writing to express our concern about the changes recently announced by Canada Post. Our organization relies heavily on the postal service to [contact members, send invoices, pay bills, send income tax receipts, seek donations].

We are concerned about the dramatic increase in stamp prices as well as the elimination of door-to-door mail delivery. We will be facing a substantial [59% price increase for individual letters; 35% price increase for books of stamps; 19% price increase for metered letter mail]. This will have a major impact on our organization's finances.

We are also worried about how eliminating door-to-door mail delivery will impact the public and our organization. This decision will make it difficult for people with disabilities and seniors to access their mail. Furthermore, our organization mails [invoices, cheques, income tax receipts] to [the public; our members; our suppliers]. I am concerned about the security, privacy and accessibility of community mailboxes. The proposed changes will make it harder to get our organizations' mail into the hands of [supporters; members; suppliers] in a timely and secure manner.

Canada Post should consider innovative ways to adjust to the changing postal environment such as postal banking and expanded parcel delivery.

Our organization relies on the postal service greatly. I urge you to tell Canada Post to reverse its proposed service cuts and consult meaningfully with everyone affected.

Sincerely

[Your name]

[Name of organization]

[Address]

cc. Canadian Union of Postal Workers, 377 Bank St. Ottawa, ON K2P 1Y3 [savecanadapost@cupw-sttp.org](mailto:savecanadapost@cupw-sttp.org)



# Save Canada Post

**cupwesttp**



# Canada Post Myths

- ***MYTH:*** Canada Post claims it has been losing money
- ***TRUTH:*** Canada Post has shown a profit every year for the last 17 except for 2011 when it locked out its workers for two weeks and lost a legal dispute resulting in a one time pay equity settlement of \$150 million

# Canada Post Myth

- ***MYTH:*** The postal service is costing taxpayers hundreds of thousands of dollars
- ***TRUTH:*** Mail delivery is a free public service for all Canadians. Canada post does indeed make money. It is a profitable industry with new parcel volume records being set on a monthly basis. In fact Canada Post has returned over \$1.5 billion to the federal government in the form of dividends and income tax.

# Canada Post Myth

- **MYTH:** A report by the Conference Board of Canada stated that Canada Post will be losing \$1 billion dollars annually by 2020.
- **TRUTH:** The \$1 billion loss figure was based on the assumption that Canada Post would lose \$250 million in 2012. In fact we saw the Corporation earned \$98 million in (before tax) profit.



- In December of 2013 Canada Post unveiled its Five Point Action Plan
- This plan outlined what the future of Canada Post would look like after a variety of planned changes from pricing hikes to service cuts.
- The first of the five points was to transfer all door to door home delivery to a community mail box delivery mode.

# Consultation



- Canada Post consulted with 46 municipalities across the country before making this decision. As we can see on the map, Fort McMurray was one of these municipalities.

# Vandalism

- As we have seen with almost every current Canada Post receptacle not only Fort McMurray, but across the country, they attract graffiti.
- They are an eyesore in the community.



# Mail Theft



- Today's thief will often just tip a whole box into the back of a truck and open it elsewhere at their convenience. Social insurance and credit card numbers are the primary targets of identity thieves. This picture was taken on Millennium Drive.

# Snow Removal



- When asked by employees “Who will be dealing with the clearance of snow and ice in front of community mail boxes?” Canada post responded that the municipality would be taking care of it.

# Snow Removal

- Snow removal in Fort McMurray is a challenge. We see this as the municipality struggles to maintain clear roads and pathways to vital fire hydrants though out the winter months.
- The maintenance of access ways to an estimated 150 new CMB sites and possibly the currently existing sites will be costly.
- Residents of Fort McMurray will lay blame on the city for the mail service being delayed.

# Litter Clean Up

- Garbage and unwanted flyers are often scattered on the ground.
- The onus of clean up falls directly on the municipality.



# Recycling and Garbage

When asked about recycling and dealing with the amounting garbage in front of the community mail boxes, Canada Post spokes person John Caines responded:

“While it, (Canada Post), recycles within its business, it will not recycle material for other people” and,

We aren't a garbage organization. It's up to residents to take it home and deal with it.”

# Recycling Receptacles



- In several cities, they have had to install recycling bins at each community mail box site.
- These bins cost upwards of \$300 each.

# Recycling Receptacles

- The Municipality of Vaughan, Ontario, recently purchased 150 of these recycling units.
- The capital cost for the purchase and installment was \$146,775.
- The collection costs are estimated to be \$26,000 annually.
- This would be a substantial investment for Fort McMurray to have to face.

# Adopt-A-Mailbox

- Other cities such as South Unionville, Ontario, have no place in their budgets for the receptacles.
- They, like many other smaller towns are trying to combat the litter problems by starting “Adopt-A-Mailbox” campaigns.



# Signage



- Another expense for the municipality to take into account is signage fees.
- The city will need to identify areas for postal workers and or citizens stopping to deliver or retrieve mail.

# What has been done?

- Ending home delivery will result in a financial burden to the municipality of Wood Buffalo. It will increase litter in our neighborhoods and lead to more mail theft.
- 46 cities have written resolutions against the implementation of community mail boxes.
- Several of these cities are ones that Canada Post originally consulted with before releasing their Five Point Action Plan.
- Only now are they starting to become aware of the burden the CMB's will be on the community.

# Municipalities with Resolutions

- Victoria, BC
- Medicine Hat, AB
- Vancouver, BC
- Sannich, BC
- Sault Ste Marie, ON
- Kirkland Lake, ON
- New Westminister, BC
- Montreal, QC
- Fort Erie, ON
- Charlottetown, PEI
- Georgina, ON
- Windsor, ON
- Toronto, ON
- Brantford, ON
- Antigonish, NS
- Castlegar, BC
- Burnaby, BC
- Winnipeg, MB

# Municipalities with Resolutions

- Hamilton, ON
- Dieppe, NB
- La Sarre, QC
- Notre-Dame-des-Prairies, QC
- Baie-Comeau, QC
- Truro, NS
- Fort St. John, BC
- Nelson, BC
- Mascouche, QC
- Repentigny, QC
- Saint-Valérien de Milton, QC
- Boucherville, QC
- St. John's, NL
- Kenora, ON
- Timmins, ON
- Miramichi, NB

# Municipalities with Resolutions

- Brandon, MB
- Smithers, BC
- Thompson, MB
- Brampton, ON
- Temiskaming Shores, ON
- Bathurst, NB
- West Vancouver, BC
- Huron Shores, ON
- London, ON
- Rosemère, QC
- Joliette, QC
- North Vancouver, BC

# Organizations with Resolutions

- In addition there are 5 municipal bodies or organizations who have also passed resolutions:
- Union des municipalités du Quebec
- Federation of Canadian Municipalities Big Mayors Caucus
- MRC D'Abitibi-Quest
- MRC des Maskoutains
- MRC de Thérèse-De Blainville

# What Can We Do?

- We, the Canadian Union of Postal Workers would like to see a motion put forth by Council to write a resolution against the conversion of 8500 residential and business addresses from door to door delivery service to the community mail box system.
- We would also encourage you to draft a letter to Lisa Raitt, the Minister responsible for Canada Post, to let her know that Fort McMurrayites oppose the service cuts Canada Post is making in our Community.



## Council Meeting Presentation Request

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

Presentation Information	
Preferred Date of Presentation	April 22 / 14
Name of Presenter(s)	WYNNE MATTHEWS
Organization Represented	
Topic	REDUCTION OF RETAIL SERVICES CANADA POST
Please List Specific Points/Concerns	CANADA POST CONTINUES TO REDUCE HOURS + STAFF AT THEIR RETAIL OUTLET
Action Being Requested of Council	- WHY IS CANADA POST REDUCING SERVICES IN A GROWING CITY? - REQUEST A LETTER FROM COUNCIL IN THIS REGARD
<b>Are you providing any supporting documentation (ie: Powerpoint)?</b>  If yes, the documentation <u>must</u> accompany this request, as handouts will not be distributed at the meeting. To ensure that your documents meet minimum standards, please see presentation guidelines on the next page.  Supporting documents may be e-mailed to <a href="mailto:Legislative.Assistants@woodbuffalo.ab.ca">Legislative.Assistants@woodbuffalo.ab.ca</a> .	

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





## Council Meeting Presentation Request

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

Presentation Information	
Preferred Date of Presentation	May 13, 2014
Name of Presenter(s)	Sean Graham
Organization Represented	None
Topic	Public Transit
Please List Specific Points/Concerns	<ol style="list-style-type: none"><li>1. In 2013, the municipality only raised \$1.3 million from transit user fees. Therefore, eliminating these user fees would represent a loss of less than 0.2% of the municipality's yearly revenue.</li><li>2. The municipality should be doing as much as it possibly can to promote less carbon intensive modes of transportation and to decrease motor vehicle traffic. This is a quick and simple way to help achieve both of these objectives.</li><li>3. The municipality should be providing a truly <i>public</i> transit service to ensure quality service and that the public is able to make use of the service regardless of any member's ability to pay. For example, transit fees are a barrier to low and no income individuals, the homeless, and students. Yet, these are some of the primary members of our community that a public transit system is designed to help. Currently, our municipality merely provides a subsidized form of privately delivered transit. Creating a single payer transit system would help remedy this issue.</li></ol>
Action Being Requested of Council	That council eliminate the user fees that the public is currently required to pay in order to use the transit services offered by the municipality.





## **Council Meeting Presentation Request**

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

<b>Presentation Information</b>	
<b>Preferred Date of Presentation</b>	May 13, 2014
<b>Name of Presenter(s)</b>	Sean Graham
<b>Organization Represented</b>	None
<b>Topic</b>	CAO
<b>Please List Specific Points/Concerns</b>	<ol style="list-style-type: none"><li>1. The salary, benefits, and allowances of the CAO are out of line not only with its mirror position on council, that of Mayor, but also with the same position in other Canadian municipalities.</li><li>2. The outrageously high compensation given to the CAO for their work is a misuse of public funds. Every public service job's purpose is to help the public in some manner. Using these positions to privilege any number of individuals in the form of massive amounts of wealth detracts from a government's ability to serve the public effectively, and, consequently, is contrary to this purpose.</li></ol>
<b>Action Being Requested of Council</b>	That council develop a more transparent and concrete policy outlining how future CAOs will be chosen and how much they will be paid. Furthermore, that the policy place an upper limit on the CAO's salary of \$140,000 plus inflation and on the CAO's benefits and allowances of \$25,000 plus inflation.
<b>Are you providing any supporting documentation (ie: Powerpoint)?</b> No	
If yes, the documentation <u>must</u> accompany this request, as handouts will not be distributed at the meeting. To ensure that your documents meet minimum standards, please see presentation guidelines on the next page.	





**Subject: Land Use Bylaw Amendment – 9206 McCormick Drive –  
Lot 2, Block 21, Plan 2463 TR - Bylaw No. 14/016**

**APPROVALS:**

Felice Mazzoni, Director  
Marcel Ulliac, Interim Chief Administrative Officer

**Administrative Recommendation:**

THAT the Public Hearing for Bylaw No. 14/016 be cancelled and that Administration be authorized to schedule a hearing date once the applicant has demonstrated full compliance with the notification requirements of the Land Use Bylaw regarding on-site signage.

**Summary:**

On Tuesday, May 6, 2014, Administration observed that notification signage had been posted as required by the Land Use Bylaw; however, the information on the sign was incorrect. As of Thursday, May 8, 2014, the signage had not been corrected; therefore the public hearing is unable to proceed as scheduled. As the public hearing date was set by resolution, a further resolution is required to change the hearing date.

**Background:**

Bylaw No. 14/016, being an amendment to the Land Use Bylaw to redesignate Lot 2, Block 21, Plan 2463 TR from the Parks and Recreation District (PR) to the Public Services District (PS). The intent of the proposed zoning change is to allow for the development of a Reunification or Group Home at 9206 McCormick Drive within a portion of the existing building. Bylaw No. 14/016 received first reading on April 8, 2014. As required by the Municipal Government Act, the public hearing was advertised in local newspapers (March 21 and 28, 2014) and notification was sent to adjacent property owners. The Municipality's Land Use Bylaw requires that applicants also place notification signage on site; however, on April 14, 2014, the applicant advised staff that they had not posted the public notice on the subject property.

At the April 22, 2014 Council Meeting, the required public hearing was re-scheduled to occur on Tuesday, May 13, 2014. In following up on the signage issue, it was observed on Tuesday May 6, 2014, that although signage was in place it contained incorrect information about the proposed zoning change. Specifically, the signage on-site indicated that the property was to be rezoned as C3- Commercial District. The applicant was notified of the issue and advised that an immediate correction to the signage would be required in order for the public hearing to proceed. As of Thursday, May 8, 2014, the on-site signage has not been corrected as requested.

**Rationale for Recommendation:**

As the applicant has failed to meet the requirements of the Land Use Bylaw regarding public notice signage, it is requested that the public hearing and consideration of second and third readings of the proposed bylaw be re-scheduled to occur at a future date. As the public hearing has already been re-scheduled and advertised a second time due to non-compliance with signage requirements, it is recommended that Administration be authorized to schedule a hearing once the applicant is fully compliant with all notification requirements set out in the Land Use Bylaw. Once that has occurred, Administration can then set a hearing date, re-advertise and send notification to adjacent properties.

**Attachment:**

1. Council Report – April 8, 2014 – Bylaw No. 14/016 – Land Use Bylaw Amendment – 9206 McCormick Drive – Lot 2, Block 1, Plan 2463TR

**Subject: Land Use Bylaw Amendment – 9206 McCormick Drive –  
Lot 2, Block 21, Plan 2463 TR - Bylaw No. 14/016**

**APPROVALS:**

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

**Administrative Recommendation(s):**

1. THAT Bylaw No. 14/016, being a Land Use Bylaw Amendment specific to Lot 2, Block 21, Plan 2463 TR, be read a first time.
2. THAT the required public hearing be held on Tuesday, April 22, 2014.

**Summary:**

An application has been received to amend the Land Use Bylaw to redesignate Lot 2, Block 21, Plan 2463 TR from the Parks and Recreation District (PR) to the Public Services District (PS). The purpose of the amendment is to redesignate the property to a Land Use district that is more suitable for the existing Community Service Facility.

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

**Background:**

The Athabasca Tribal Council (ATC) was established in 1987 and represents the interests of the five First Nations of North Eastern Alberta. The facility located at 9206 McCormick Drive has been in operation since 1990, and provides services to enhance and promote the general wellbeing of the First Nations community.

In November 2013, an application was made to redesignate Lot 2, Block 21, Plan 2463 TR from the Parks and Recreation District (PR) to the Public Services District (PS). The current Parks and Recreation designation does not allow for the Reunification or Group Home that ATC is proposing to develop in a portion of the existing building. The reunification home would be a facility that will bring children (aged 0 to 12 years old) back to the region they are familiar with and maintain them in their cultural environment.

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. This district includes provision for both a Community Service Facility and a Group Home, making it a suitable district for the ATC facility.

The subject property is currently designated as Established Neighbourhood in the Municipal Development Plan (11/027), and falls within the Waterways district of the Neighbourhood Stabilization Zone in the City Centre Area Redevelopment Plan (12/003). Small-scale intensification, with a particular emphasis on providing a mix of housing types that meet a variety of needs is encouraged in this area, and this amendment would allow for the continuation of a housing type that meets a distinct need.

**Rationale for Recommendation:**

It is the opinion of Administration that the Public Services (PS) designation is more appropriate for both the current use of the site and the addition of a Group Home. This will allow the ATC to expand the services that they provide to members of the community. Should the land use rezoning be approved, the use of a Group Home will still be required to obtain a Development Permit and all other applicable permits.

Administration supports the proposed amendment and recommends that Bylaw No. 14/016 be given first readings.

**Attachment:**

1. Bylaw No. 14/016

**BYLAW NO. 14/016**

**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 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:
  - (a) redesignating Lot 2, Block 21, Plan 2463 TR from the Parks and Recreation District (PR) to the Public Services 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 8<sup>th</sup> day of April, A.D. 2014.

READ a second time this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 2014.

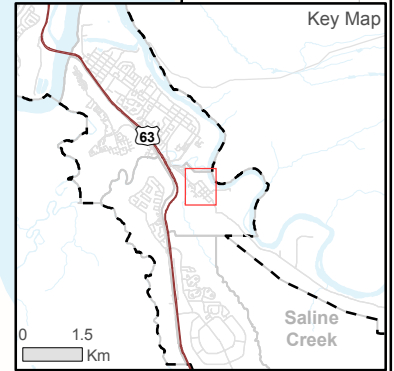
READ a third and final time this \_\_\_\_\_ day of \_\_\_\_\_, A.D.2014.

SIGNED and PASSED this \_\_\_\_\_ day of \_\_\_\_\_, A.D.2014.

\_\_\_\_\_  
Mayor

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





From PR - Parks and Recreation  
to PS - Public Services

- Road
- Subject Parcel
- Park Area
- Water Feature



0 30 60  
Meters  
1:3,836



**8. Public Hearing re: Land Use Bylaw Amendment – A Portion of Lot 2, Block 1, Plan 102 1640 (Parsons Creek) – Bylaw No. 14/017**

- A. Introduction from Administration
  - Bradley Evanson, Manager, Community Development Planning
- B. Opening Statement from Applicant
  - Gordon Lau and Tim Ainscough, Stantec
  - David Pattinson, Government of Alberta
- C. Written Presentations
  - none received
- D. Verbal Presentations
  - none received
- E. Other Verbal Presentations (Time Permitting and with Consent of Council)
- F. Questions of Council
- G. Closing Statement from Applicant
- H. Closing Statement from Administration





**Parsons Creek  
Land Use Bylaw Amendment  
Bylaw No. 14/017**

Alberta Infrastructure | Stantec Consulting Ltd.

May 13, 2014

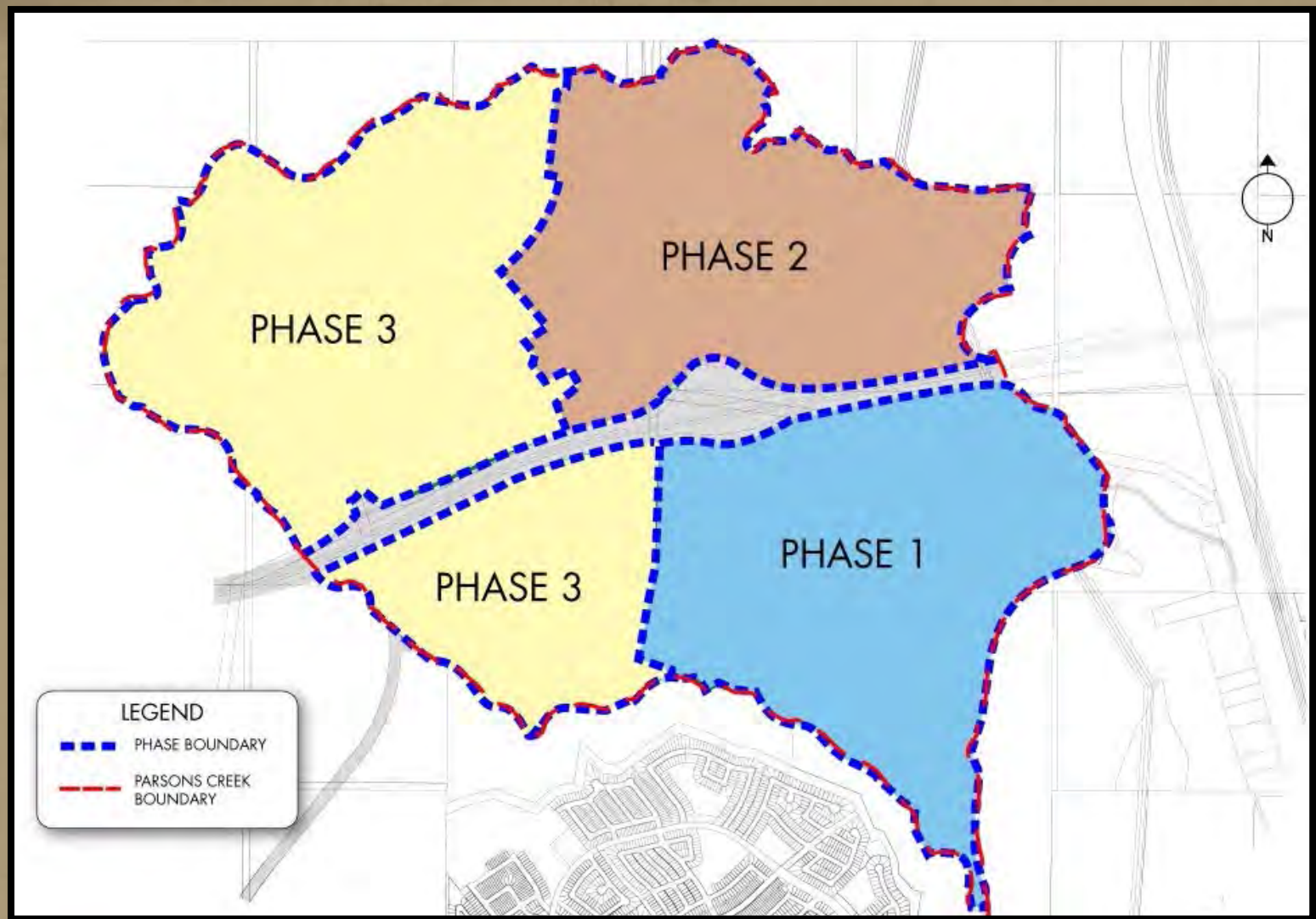


# Parsons Creek



- Part of the RMWB's Urban Service Area
- Located north of Timberlea
- 2014 acres
- 24,000+ people and 8000 homes





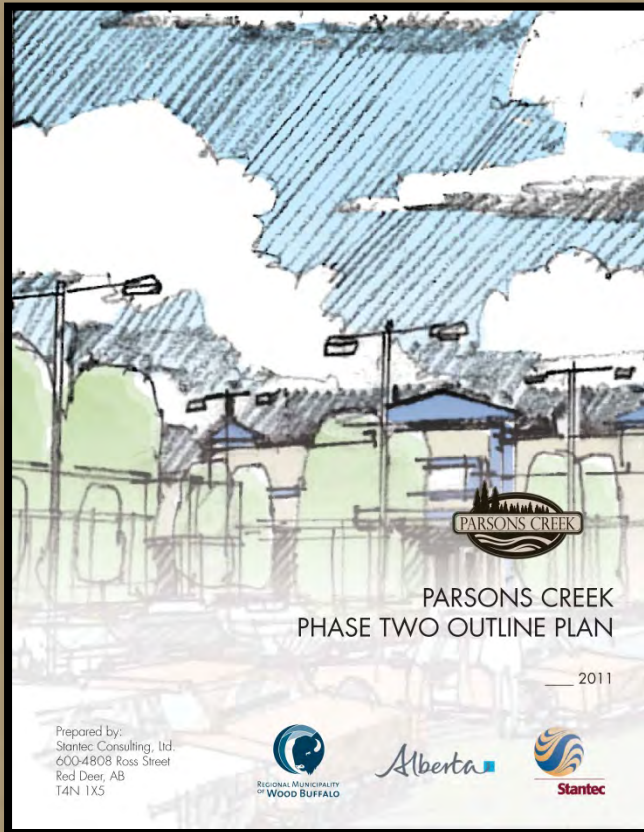
# Parsons Creek Urban Design Plan



- Approved May 13, 2010
- Amended November 23, 2012
- Outlined the vision and development objectives for each of Parsons Creek's districts
- Presented a refined Concept Plan for the area
- Included a section with details regarding Phase One & Two



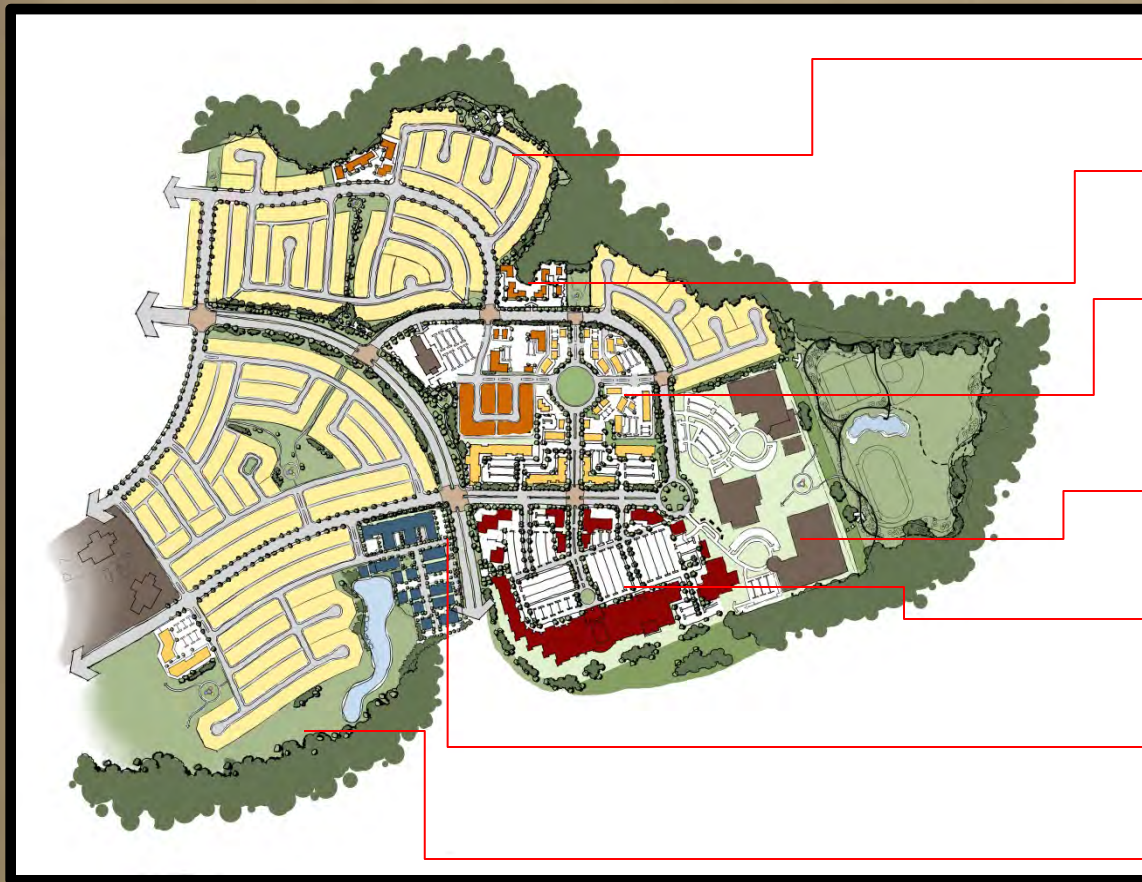
# Parsons Creek Phase Two Outline Plan



- Approved May 17, 2012
- Amended April 24, 2013
- Presents a detailed concept of Phase Two
- Focus on residential, commercial, and recreational areas
- Further describe each district and its intended use



# Parsons Creek Phase 2



**Neighbourhood District**

**Multi Family District**

**Mixed Development District**

**Public Service District**

**Town Centre District**

**Waterfront District**

**Parks & Recreation**





- **Residential**

The Neighbourhood District will be of a traditional residential design focusing on walkability and access to transit, schools, parks, and open space.



Provide a diverse range of low and medium density housing opportunities in order to accommodate the needs of residents with various incomes and lifestyles.



## Neighbourhood District



- **Medium Density**
- **High Density**
- **No Commercial**

Provide a diverse range of medium to high density housing opportunities in order to accommodate the needs of residents with various incomes and lifestyles.



## Multi Family District

# Town Centre District

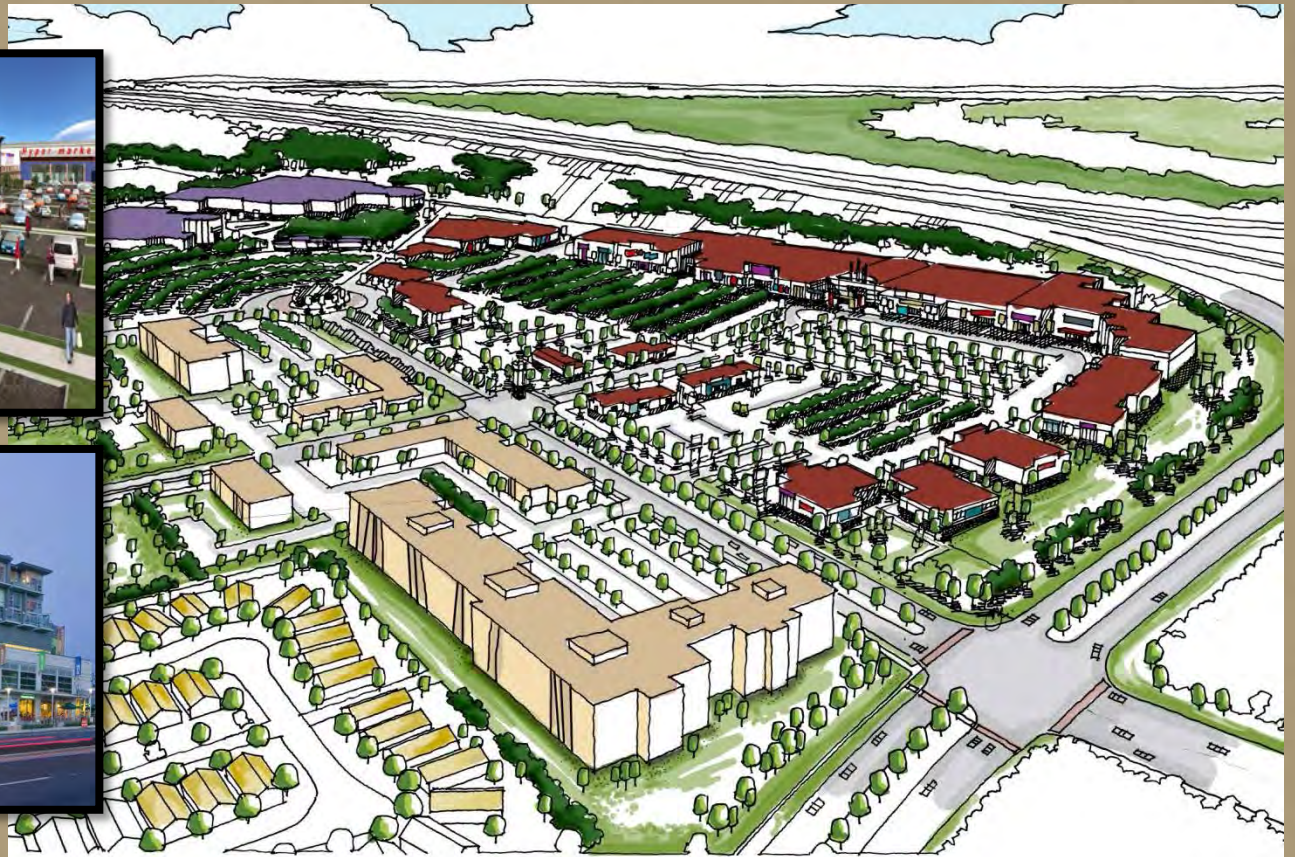


- Destination Retail

The Town Centre District will provide a large land base for destination retail

The higher standard of design for the Town Centre District will create an inviting environment.







- Arena/Public Recreation Centre
- School Sites

Accommodate a public recreation centre, a joint high school site for both the public and Catholic school boards, and associated sports fields.

Provide active and passive recreation opportunities, as well as regional public services, for all residents of Fort McMurray.



## Public Service District





- Commercial
- Residential

The Waterfront District is a unique destination based around the centralized stormwater ponds.

The interface between land and water will be the focus of this District



# Waterfront District



- Multi-Family Residential
- Retail
- Office

In areas where the Mixed Development District is adjacent to commercial areas, it is envisioned that the main floor will be retail-orientated with service commercial, offices, or residential uses on the upper floors.



## Mixed Development District



## Mixed Development District



# Parks & Recreation



# Questions & Answers

**Subject: Land Use Bylaw Amendment – A Portion of Lot 2, Block 1,  
Plan 102 1640 (Parsons Creek) - Bylaw No. 14/017****APPROVALS:**

Felice Mazzoni, Director  
Glen Laubenstein, Chief Administrative Officer

**Administrative Recommendation(s):**

1. THAT Bylaw No. 14/017, being an amendment to Land Use Bylaw No. 99/059 specific to a portion of Lot 2, Block 1, Plan 102 1640 (Parsons Creek), be read a second time.
2. THAT Bylaw No. 14/017 be read a third and final time.

**Summary:**

The Regional Municipality of Wood Buffalo has received an application to amend the Land Use Bylaw to redesignate the second phase of development in Parsons Creek (Lot 2, Block 1, Plan 102 1640) from Urban Expansion District (UE) to Neighbourhood District (ND), Mixed Development District (MDD), Multi-Family Residential District (MFD), Public Service District (PS), Town Centre District (TCD), Parks and Recreation District (PR). The addition of these lands will allow the population of Parsons Creek to increase to 16,000. The proposed new Land Use Bylaw for the Municipality will address total capacity and density for Parsons Creek. It is anticipated that this Bylaw will be before Council by the end of 2014.

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. To facilitate the development of Parsons Creek, Council approved the Land Use Bylaw amendment for Phase One on January 25, 2011 (Bylaw No. 11/001). Subsequent amendments to Phase One were presented to Council on November 26, 2013, with Bylaw No. 13/040 (Multi-family) being approved and Bylaw No. 13/041 (Public Services) being deferred. This amendment application does not include an amendment to Phase One Public Service district to include a Health Facility.

The Parsons Creek Phase Two area for development is approximately 187.70 ha. This phase has two approved plans created in collaboration with Municipal departments, the Planning & Development department and the Developer; Phase Two Outline Plan and Urban Design Plan. These plans provide a framework for orderly development of land use, transportation, and servicing.

On November 28, 2013, an application to amend the Land Use Bylaw for Phase Two and add the Town Centre District (TCD) was accepted.

**Rationale for Recommendation(s):**

The purpose of Phase Two is to create a balanced community of residential, institutional, recreational, and commercial opportunities. The proposed Town Center District affects the lands to be released to the Municipality in exchange of infrastructure improvements, part of the agreement with the Provincial Government. This District will provide institutional and commercial opportunities servicing a number of local neighbourhoods helping to alleviate some of the commercial land shortage identified in the *Commercial and Industrial Land Use Study (CILUS)*. A fire hall facility may be developed in this district to service Parsons Creek.

Transportation Connectivity has been a key element of the development. The Parsons Creek interchange, currently under construction, will provide proper access to Phase Two and it should be completed by the fall of 2015. The land use redesignation will allow for the developer to move forward with constructing underground and surface improvements, ensuring lands are available for development prior to the completion of the interchange. Furthermore, this proposal will prevent an increase in density above what the Traffic Impact Analysis anticipates for road network capacity. Current land use districts do not establish a formal cap on density. Instead, that has historically been regulated by a Traffic Impact Analysis, which does not typically carry the force of a bylaw. This proposal would establish a hard density cap of a maximum number of dwelling units or floor space (Floor Area Ratio) of non-residential uses no greater than is anticipated by the Traffic Impact Analysis. This does not alter the anticipated density within Parsons Creek, but it does prevent an increase of density from occurring without reopening of the Traffic Impact Analysis.

The changes made to the Parsons Creek Land Use Regulations are in keeping with the planning framework for the new Land Use Bylaw, currently under development. Administration supports the proposed amendment and recommends that Bylaw No. 14/017 be given second and third readings.

**Attachments:**

1. Bylaw No. 14/017

**BYLAW NO. 14/017**

**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, 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 (UE) to Neighbourhood District (ND), Mixed Development District (MDD), Multi-Family Residential District (MFD), Public Service District (PS), Town Centre District (TCD), Parks and Recreation District (PR), as depicted in Schedule A.
  - (b) Inserting the attached Schedule B Town Centre District (TCD) as Section 8.4.7
  - (c) Amend Part 8 Parsons Creek Land Use Regulations to add Floor Area Ratios and Densities as follows:
    - 8.4.1.4.9** Floor Area Ratio
      - a) Maximum 0.72
    - 8.4.2.4.9** Floor Area Ratio
      - a) Maximum 1.4
    - 8.4.2.4.10** Density
      - a) Maximum 60 units per hectare
      - b) Notwithstanding Section 8.4.2.4.10(a), the maximum density may be exceed if capacity can be demonstrated through the appropriate studies
    - 8.4.3.4.9** Floor Area Ratio
      - a) Maximum 1.0
    - 8.4.4.4.11** Floor Area Ratio
      - a) Maximum 1.0
    - 8.4.5.3.11** Density
      - a) Maximum 19.83 units per hectare

- b) A minimum of 30% semi-detached dwellings with the exception of Block 31 and Block 33

**8.4.6.7 Density**

- a) Maximum density of 200 units per hectare
- b) Notwithstanding Section 8.4.6.7, the maximum density may be exceed if capacity can be demonstrated through the appropriate studies

- 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 22<sup>nd</sup> day of April, A.D. 2014.

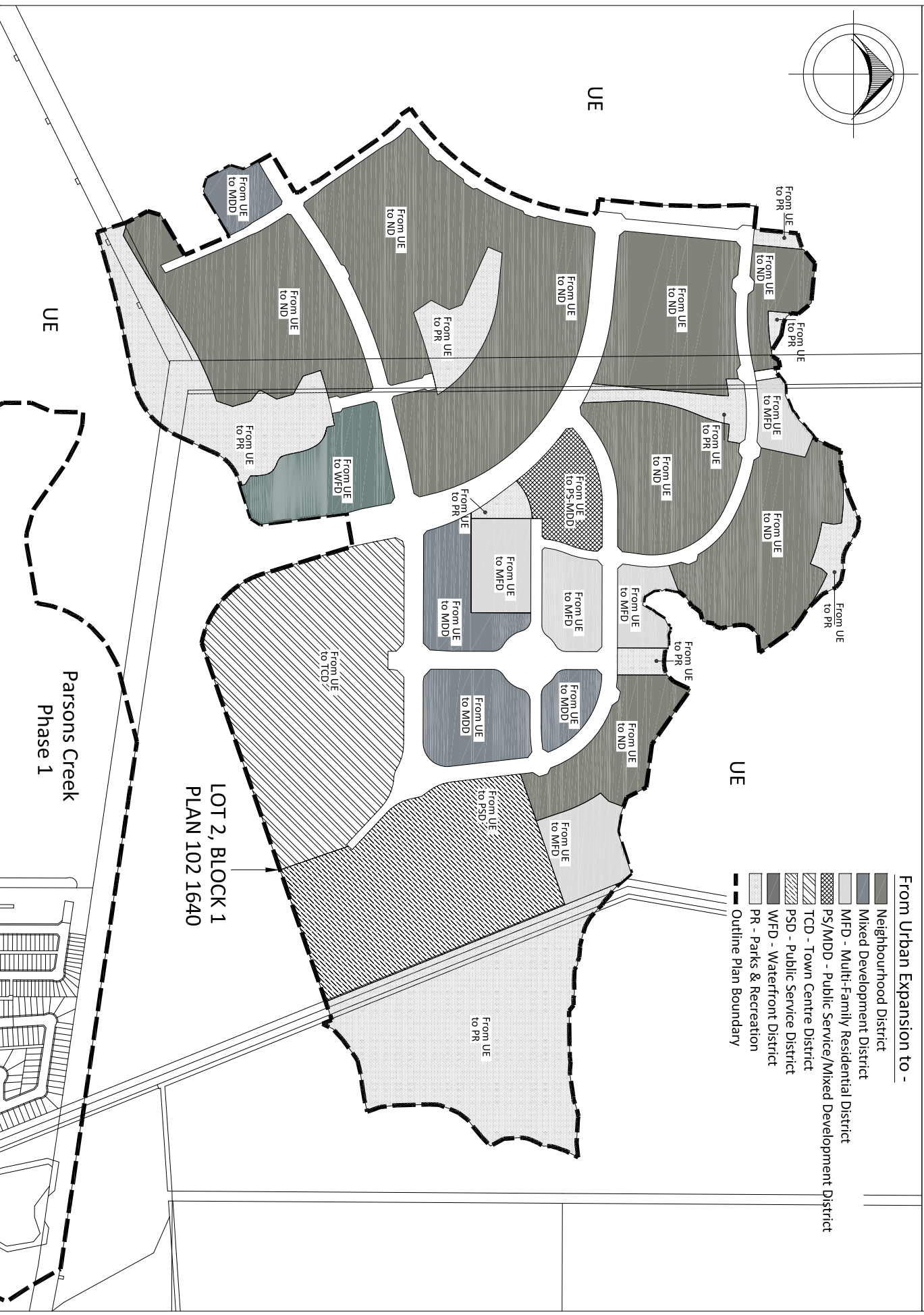
READ a second time this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 2014.

READ a third and final time this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 2014.

SIGNED and PASSED this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 2014.

\_\_\_\_\_  
Mayor

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





## **8.4.7 TCD        Town Centre District**

### **8.4.7.1 Purpose**

The purpose of this District is to provide opportunities for commercial development that serves a number of neighbourhoods. Lodging, office, entertainment and essential public services may also be included within the shopping complexes.

### **8.4.7.2 Discretionary Uses – Development Officer**

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

- a) Community Facility
- b) Entertainment
- c) Essential Public Service
- d) Lodging
- e) Office (above ground floor)
- f) Restaurant – including drive thru facilities
- g) Retail
- h) Service

### **8.4.7.3 Uses Not Permitted**

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

- a) Adult Entertainment Facility
- b) Dating and Escort Services

### **8.4.7.4 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.

### **8.4.7.5 Site Provisions**

In any TCD Town Centre District no development shall be permitted except where in addition to the General Provisions of Section 8.3:

#### **8.4.7.5.1 The Front Yard Setbacks are:**

- a) Where any building is proposed within 40 metres of a public road, the minimum setback is 3.0 metres to a maximum of 9.0 metres

#### **8.4.7.5.2 The Rear Yard Setbacks are:**

- a) Any main building may be located to a minimum of 8.0 metres from the rear property line

#### **8.4.7.5.3 The Side Yard Setbacks are:**

- a) Any main building may be located to a minimum of 0.0 metres from the interior side property line
- b) Any main building may be located to a minimum of 3.0 metres from the exterior side property line

**8.4.7.5.4 Building Height**

- a) No building shall be more than two (2) storeys
- b) Notwithstanding (a), in the case of lodging and office no building shall be more than six (6) storeys.

**8.4.7.5.5 Parking Requirements**

- a) All required loading spaces shall be located in the rear of the property.
- b) For all retail uses the minimum parking requirement shall be 4.0 stalls per every 100 square metres of gross floor area.

**8.4.7.5.6 Landscaping Requirements**

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

**8.4.7.5.7 Floor Area Ratio**

- a) Maximum 0.3

## **Subject: 2014 Debenture Borrowing for Previously Approved Capital Projects**

### **APPROVALS:**

Kola Oladimeji, Director  
Elsie Hutton, Executive Director  
Glen Laubenstein, Chief Administrative Officer

### **Administrative Recommendations:**

1. That the following debenture borrowing bylaw amendments be read a second time:
  - Bylaw No. 14/007 - Surface Parking Relocation / Improvements – Construction;
  - Bylaw No. 14/008 - Lift Station Upgrades (South) project; and
  - Bylaw No. 14/009 - Five Capital Projects namely Lower Townsite 4 Way Chamber – Construction; Rural Infrastructure Rehabilitation; MacDonald Island Utility Expansion – Construction; MacDonald Island Bridge – Construction; and MacDonald Island Bridge – Preconstruction.
2. THAT Bylaw Nos. 14/007, 14/008 and 14/009 be read a third and final time.

### **Summary:**

Seven previously funded projects, identified in the table below, were presented to Council and approved for additional debenture borrowing or cancellation of funding as part of the 2014 Capital Budget approval on January 17, 2014.

Approval of debenture bylaws is required to proceed with debenture funding of the projects. In accordance with Section 251 of the *Municipal Government Act*, Council approval is required for any borrowing.

### **Background:**

Seven projects, which had been previously approved in various Bylaws are subject to amendment. The first five projects listed below require additional debenture borrowing as a source of funding which was approved by Council as part of the 2014 Capital Budget on January 17, 2014. The last two previously approved projects below were cancelled on January 17, 2014:

	Debenture Amount		Increase
	From	To	(Decrease)
i) Surface Parking Relocation/ Improvements – Construction	\$4,733,249	\$12,750,000	\$8,016,751
ii) Lift Station Upgrades (South)	6,500,000	8,900,000	2,400,000

	Debenture Amount		Increase
	From	To	(Decrease)
iii) Lower Townsite 4 Way Chamber – Construction	5,000,000	10,000,000	5,000,000
iv) Rural Infrastructure Rehabilitation	12,500,000	20,000,000	7,500,000
v) MacDonald Island Utility Expansion – Construction	19,000,000	30,500,000	11,500,000
vi) MacDonald Island Bridge – Construction	67,073,670	–	(67,073,670)
vii) MacDonald Island Bridge – Preconstruction	9,389,425	–	(9,389,425)
<b>Total</b>	<b>\$124,196,344</b>	<b>\$82,150,000</b>	<b>(\$42,046,344)</b>

**Budget/Financial Implications:**

The change in debenture borrowing as a result of these amendments is a total net reduction of (\$42,046,344). The change in annual debt service payment is a reduction of (\$5,666,059) estimated for the first ten years. The net change to project costs from what has been previously approved by Council is a reduction of (\$47,704,865).

Estimated debt service consist of principal and interest repayment and based on February 15, 2014 interest rates from the Alberta Capital Finance Authority. Actual interest rates will be applicable rates when debt is drawn.

**Rationale for Recommendations:**

Section 251 of the *Municipal Government Act* requires that a borrowing bylaw be advertised when the term of borrowing for financing a capital project exceeds five years. Various capital projects approved in the 2014 Capital Budget identifying debenture as a source of funding require terms of borrowing greater than five years and are therefore subject to advertisement.

The impacted projects were approved through the 2014 Capital Budget process and identified debenture borrowing as a source of funding. If debenture borrowing is not approved, the projects cannot proceed as planned. Debenture funds are drawn by the Municipality only once a project commences and funds have been committed or expended, therefore, no costs are incurred if a project is delayed, does not proceed as planned or sufficient cash is available as an interim funding source.

**Attachments:**

1. Bylaw No. 14/007
2. Bylaw No. 14/008
3. Bylaw No. 14/009
4. 4 – 8. Amortization schedules

**BYLAW NO. 14/007**

**BEING A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO AMEND DEBENTURE BORROWING BYLAW NO. 13/008 FOR SURFACE PARKING RELOCATION / IMPROVEMENT CONSTRUCTION PROJECT**

WHEREAS the Council of the Regional Municipality of Wood Buffalo has passed Bylaw No. 13/008 authorizing the issuance of a debenture of SEVENTY-THREE MILLION, SIX HUNDRED SIXTY-EIGHT THOUSAND, THREE HUNDRED TWENTY-TWO DOLLARS (\$73,668,322) in respect of 7 Capital Projects the total cost of which was estimated to be EIGHTY-FIVE MILLION, TWO HUNDRED AND TWELVE THOUSAND, FOUR HUNDRED AND TWENTY-FOUR DOLLARS (\$85,212,424);

AND WHEREAS the Council of the Regional Municipality of Wood Buffalo wishes to increase the amount of borrowing authorized in respect of the aforesaid projects;

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

1. The purpose of this Bylaw is to authorize the borrowing of additional monies to finance the cost of one of the seven projects known as the Surface Parking Relocation / Improvements - Construction (the "Project");

	From	To
i. Surface Parking Relocation / Improvements Construction	\$4,733,249	\$12,750,000
2. The authorized expenditure for the Seven Projects shall be increased to NINETY ONE MILLION, SEVENTY THOUSAND, SIX HUNDRED AND FIFTY FOUR DOLLARS (\$91,070,654) from EIGHTY FIVE MILLION, TWO HUNDRED AND TWELVE THOUSAND, FOUR HUNDRED AND TWENTY-FOUR DOLLARS (\$85,212,424) as provided by Bylaw No. 13/008;
3. The borrowing in the amount of SEVENTY THREE MILLION, SIX HUNDRED AND SIXTY EIGHT THOUSAND, THREE HUNDRED AND TWENTY TWO DOLLARS (\$73,668,322) for the Projects authorized by Bylaw No. 13/008 is hereby increased by EIGHT MILLION, SIXTEEN THOUSAND, SEVEN HUNDRED AND FIFTY ONE DOLLARS (\$8,016,751) as per the attached Schedule "A", to EIGHTY ONE MILLION, SIX HUNDRED AND EIGHTY FIVE THOUSAND, SEVENTY THREE DOLLARS (\$81,685,073);
4. The maximum rate of interest of the borrowing hereby authorized will be the same as authorized by Bylaw No. 13/008;
5. The term of the borrowing hereby authorized will be the same as authorized by Bylaw No. 13/008, ten (10) years;
6. The terms of repayment of the borrowing authorized hereby will be the same as Bylaw No. 13/008, either annual or semi-annual payments;

7. The sources of money to be used to pay the principal and interest owing under the borrowing hereby authorized will be the same as those authorized under Bylaw No. 13/008;
8. The Chief Administration Officer is authorized to consolidate this Bylaw;
9. 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 25 day of March, A.D. 2014.

READ a second time this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 2014.

READ a third and final time this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 2014.

SIGNED and PASSED this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 2014.

\_\_\_\_\_  
Mayor

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

S/N	Total Project budget (all years) Municipal portion (\$)	Name of Project	New Debenture Amount (\$)	Debenture Amount Previously Approved (\$)	Additional / Reduced Amount Required (\$)	Debt service* (\$)	Duration /term
1	12,750,000	Surface Parking Relocation/Improvements - Construction	12,750,000	4,733,249	8,016,751	1,465,998	10
	<b>12,750,000</b>	<b>Total</b>	<b>12,750,000</b>	<b>4,733,249</b>	<b>8,016,751</b>	<b>1,465,998</b>	

Annual Debt Service includes Principal repayment + Interest

The entire Principal has not been drawn down and no interest charges until actual drawn is made based on cash flow projections

The estimated interest is based on Alberta Capital Finance Authority indicative rates as at Feb, 2014



**BYLAW NO. 14/008**

**BEING A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO AMEND DEBENTURE BORROWING BYLAW NO. 08/017 – LIFT STATION UPGRADES (SOUTH) PROJECT**

WHEREAS the Council of the Regional Municipality of Wood Buffalo has passed Bylaw No. 08/017 authorizing the issuance of a debenture of FIVE HUNDRED THOUSAND DOLLARS (\$500,000) in respect of the project known as the Lift Station Upgrades (South), the total cost of which project was estimated to be TEN MILLION, FIVE HUNDRED THOUSAND DOLLARS (\$10,500,000);

AND WHEREAS the Council of the Regional Municipality of Wood Buffalo has passed Bylaw No. 13/006 authorizing an increase in the amount of borrowing authorized in respect of the aforesaid project of SIX MILLION DOLLARS (\$6,000,000) for a total of SIX MILLION, FIVE HUNDRED THOUSAND DOLLARS (\$6,500,000), the total cost of which project was then estimated to be SIXTEEN MILLION, THREE HUNDRED THIRTY ONE THOUSAND, SIX HUNDRED EIGHTY DOLLARS (\$16,331,680);

AND WHEREAS the Council of the Regional Municipality of Wood Buffalo wishes to increase the amount of borrowing authorized in respect of the aforesaid project;

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

1. The purpose of this Bylaw is to authorize the borrowing of additional monies to finance the cost of the project known as the Lift Station Upgrades (South) (the "Project");
2. The authorized expenditure for the Project shall be increased to EIGHTEEN MILLION, SEVEN HUNDRED AND THIRTY ONE THOUSAND, SIX HUNDRED AND EIGHTY DOLLARS (\$18,731,680);
3. The borrowing in the amount of SIX MILLION FIVE HUNDRED THOUSAND DOLLARS (\$6,500,000) for the Project authorized by Bylaw No. 13/006 is hereby increased by TWO MILLION FOUR HUNDRED THOUSAND DOLLARS (\$2,400,000) as per the attached Schedule "A", to EIGHT MILLION, NINE HUNDRED THOUSAND DOLLARS (\$8,900,000);
4. The maximum rate of interest of the borrowing hereby authorized will be the same as authorized by Bylaw No. 08/017;
5. The term of the borrowing hereby authorized will be the same as authorized by Bylaw No. 08/017, ten (10) years;
6. The terms of repayment of the borrowing authorized hereby will be the same as Bylaw No. 08/017, either annual or semi-annual payments;

7. The sources of money to be used to pay the principal and interest owing under the borrowing hereby authorized will be the same as those authorized under Bylaw No. 08/017;
8. The Chief Administration Officer is authorized to consolidate this Bylaw.
9. 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 25 day of March, A.D. 2014.

READ a second time this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 2014.

READ a third and final time this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 2014.

SIGNED and PASSED this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 2014.

\_\_\_\_\_  
Mayor

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

S/N	Total Project budget (all years) Municipal portion (\$)	Name of Project	New Debenture Amount (\$)	Debenture Amount Previously Approved (\$)	Additional / Reduced Amount Required (\$)	Debt service* (\$)	Duration /term
1	18,731,680	Lift Station Upgrades (South)	8,900,000	6,500,000	2,400,000	1,023,324	10
	<b>18,731,680</b>	<b>Sub-Total (A)</b>	<b>8,900,000</b>	<b>6,500,000</b>	<b>2,400,000</b>	<b>1,023,324</b>	

Annual Debt Service includes Principal repayment + Interest

The entire Principal has not been drawn down and no interest charges until actual drawn is made based on cash flow projections

The estimated interest is based on Alberta Capital Finance Authority indicative rates as at Feb, 2014



**BYLAW NO. 14/009****BEING A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO AMEND DEBENTURE BORROWING BYLAW NO. 13/007 – FOR FIVE CAPITAL PROJECTS**

WHEREAS the Council of the Regional Municipality of Wood Buffalo has passed Bylaw No. 13/007 authorizing the issuance of a debenture of TWO HUNDRED SIXTY-EIGHT MILLION, THREE HUNDRED FIFTY THOUSAND, TWO HUNDRED SIXTY-SIX DOLLARS (\$268,350,266) in respect of 14 Capital Projects the total cost of which was estimated to be THREE HUNDRED SEVENTEEN MILLION, FIVE HUNDRED TEN THOUSAND, NINETY-SIX DOLLARS (\$317,510,096);

AND WHEREAS the Council of the Regional Municipality of Wood Buffalo wishes to amend the amount of borrowing authorized in respect of the aforesaid projects;

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

1. The purpose of this Bylaw is to:

a. Authorize the borrowing of additional monies to finance the cost of 3 projects:

	from	to
i. Lower Townsite 4 Way Chamber – Construction	\$5,000,000	\$10,000,000
ii. Rural Infrastructure Rehabilitation	\$12,500,000	\$20,000,000
iii. MacDonald Island Utility Expansion – Construction	\$19,000,000	\$30,500,000

and

b. To cancel the financing of 2 projects:

	from	to
i. MacDonald Island Bridge – Construction	\$67,073,670	\$0
ii. MacDonald Island Bridge – Preconstruction	\$9,389,425	\$0

(collectively called the “Projects”)

2. The authorized expenditure for the Projects under Bylaw 13/007 shall be reduced by FIFTY FIVE THOUSAND, NINE HUNDRED AND SIXTY THREE THOUSAND, NINETY FIVE DOLLARS (\$55,963,095) to TWO HUNDRED AND SIXTY ONE MILLION, FIVE HUNDRED AND FORTY SEVEN THOUSAND, ONE DOLLAR (\$261,547,001) from THREE HUNDRED SEVENTEEN MILLION, FIVE HUNDRED AND TEN THOUSAND, NINETY-SIX DOLLARS (\$317,510,096) as a result of the above changes;
3. The borrowing in the amount of TWO HUNDRED AND SIXTY EIGHT MILLION, THREE HUNDRED AND FIFTY THOUSAND, TWO HUNDRED AND SIXTY SIX DOLLARS (\$268,350,266) for the Projects authorized by Bylaw No. 13/007 is hereby decreased by FIFTY TWO MILLION, FOUR HUNDRED AND SIXTY THREE

THOUSAND, NINETY FIVE DOLLARS (\$52,463,095) as per the attached Schedule "A" to TWO HUNDRED AND FIFTEEN MILLION, EIGHT HUNDRED AND EIGHTY SEVEN THOUSAND, ONE HUNDRED AND SEVENTY ONE DOLLARS (\$215,887,171);

4. The maximum rate of interest of the borrowing hereby authorized will be the same as authorized by Bylaw No. 13/007;
5. The term of the borrowing hereby authorized will be the same as authorized by Bylaw No. 13/007, twenty (20) years;
6. The terms of repayment of the borrowing authorized hereby will be the same as Bylaw No. 13/007, either annual or semi-annual payments;
7. The sources of money to be used to pay the principal and interest owing under the borrowing hereby authorized will be the same as those authorized under Bylaw No. 13/007;
8. The Chief Administration Officer is authorized to consolidate this Bylaw.
9. 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 25 day of March, A.D. 2014.

READ a second time this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 2014.

READ a third and final time this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 2014.

SIGNED and PASSED this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 2014.

\_\_\_\_\_  
Mayor

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

S/N	Total Project budget (all years) Municipal portion (\$)	Name of Project	New Debenture Amount (\$)	Debenture Amount Previously Approved (\$)	Additional / Reduced Amount Required (\$)	Debt service* (\$)	Duration /term
1	13,000,000	Lower Townsite 4 Way Chamber - Construction	10,000,000	5,000,000	5,000,000	701,194	20
2	34,000,000	Rural Infrastructure Rehabilitation	20,000,000	12,500,000	7,500,000	1,402,387	20
3	30,500,000	MacDonald Island Utility Expansion Construction	30,500,000	19,000,000	11,500,000	2,138,641	20
4		MacDonald Island Bridge Construction	-	67,073,670	(67,073,670)		
5		MacDonald Island Bridge Pre-Construction	-	9,389,425	(9,389,425)		
	<b>77,500,000</b>	<b>Total</b>	<b>60,500,000</b>	<b>112,963,095</b>	<b>(52,463,095)</b>	<b>4,242,222</b>	

Annual Debt Service includes Principal repayment + Interest

The entire Principal has not been drawn down and no interest charges until actual drawn is made based on cash flow projections

The estimated interest is based on Alberta Capital Finance Authority indicative rates as at Feb, 2014



**Sample Debenture Amortization Schedule**

Surface Parking Relocation/Improvements - Construction

*Principal	\$12,750,000.00
**Budgeted Interest for 10 year debt	2.622%
Term	10
Annual Payments	\$1,465,998.05

Year	Beginning Balance	Principal	Interest	Payment	End Balance
					\$12,750,000.00
1	\$12,750,000.00	\$1,131,693.05	\$334,305.00	\$1,465,998.05	\$11,618,306.95
2	\$11,618,306.95	\$1,161,366.04	\$304,632.01	\$1,465,998.05	\$10,456,940.90
3	\$10,456,940.90	\$1,191,817.06	\$274,180.99	\$1,465,998.05	\$9,265,123.84
4	\$9,265,123.84	\$1,223,066.50	\$242,931.55	\$1,465,998.05	\$8,042,057.34
5	\$8,042,057.34	\$1,255,135.31	\$210,862.74	\$1,465,998.05	\$6,786,922.03
6	\$6,786,922.03	\$1,288,044.96	\$177,953.10	\$1,465,998.05	\$5,498,877.07
7	\$5,498,877.07	\$1,321,817.50	\$144,180.56	\$1,465,998.05	\$4,177,059.58
8	\$4,177,059.58	\$1,356,475.55	\$109,522.50	\$1,465,998.05	\$2,820,584.03
9	\$2,820,584.03	\$1,392,042.34	\$73,955.71	\$1,465,998.05	\$1,428,541.69
10	\$1,428,541.69	\$1,428,541.69	\$37,456.36	\$1,465,998.05	\$0.00

	Principal	Interest	Payment
Total	\$12,750,000.00	\$1,909,980.52	\$14,659,980.52

\* The entire Principal has not been drawn

\*\*The indicative interest rate reflected above is the February 15, 2014 rate from the ACFA website



**Sample Debenture Amortization Schedule**

## Lift Station Upgrades

*Principal	\$8,900,000.00
**Budgeted Interest for 10 year debt	2.622%
Term	10
Annual Payments	\$1,023,324.13

Year	Beginning Balance	Principal	Interest	Payment	End Balance
					\$8,900,000.00
1	\$8,900,000.00	\$789,966.13	\$233,358.00	\$1,023,324.13	\$8,110,033.87
2	\$8,110,033.87	\$810,679.04	\$212,645.09	\$1,023,324.13	\$7,299,354.83
3	\$7,299,354.83	\$831,935.05	\$191,389.08	\$1,023,324.13	\$6,467,419.78
4	\$6,467,419.78	\$853,748.38	\$169,575.75	\$1,023,324.13	\$5,613,671.40
5	\$5,613,671.40	\$876,133.67	\$147,190.46	\$1,023,324.13	\$4,737,537.73
6	\$4,737,537.73	\$899,105.89	\$124,218.24	\$1,023,324.13	\$3,838,431.84
7	\$3,838,431.84	\$922,680.45	\$100,643.68	\$1,023,324.13	\$2,915,751.39
8	\$2,915,751.39	\$946,873.13	\$76,451.00	\$1,023,324.13	\$1,968,878.26
9	\$1,968,878.26	\$971,700.14	\$51,623.99	\$1,023,324.13	\$997,178.12
10	\$997,178.12	\$997,178.12	\$26,146.01	\$1,023,324.13	\$0.00

	Principal	Interest	Payment
Total	\$8,900,000.00	\$1,333,241.30	\$10,233,241.30

\* The entire Principal has not been drawn

\*\*The indicative interest rate reflected above is the February 15, 2014 rate from the ACFA website



**Sample Debenture Amortization Schedule**

Lower Townsite 4 Way Chamber - Construction

*Principal	\$10,000,000.00
**Budgeted Interest for 20 year debt	3.462%
Term	20
Annual Payments	\$701,193.65

Year	Beginning Balance	Principal	Interest	Payment	End Balance
					\$10,000,000.00
1	\$10,000,000.00	\$354,993.65	\$346,200.00	\$701,193.65	\$9,645,006.35
2	\$9,645,006.35	\$367,283.53	\$333,910.12	\$701,193.65	\$9,277,722.81
3	\$9,277,722.81	\$379,998.89	\$321,194.76	\$701,193.65	\$8,897,723.92
4	\$8,897,723.92	\$393,154.45	\$308,039.20	\$701,193.65	\$8,504,569.47
5	\$8,504,569.47	\$406,765.46	\$294,428.20	\$701,193.65	\$8,097,804.02
6	\$8,097,804.02	\$420,847.68	\$280,345.98	\$701,193.65	\$7,676,956.34
7	\$7,676,956.34	\$435,417.42	\$265,776.23	\$701,193.65	\$7,241,538.91
8	\$7,241,538.91	\$450,491.58	\$250,702.08	\$701,193.65	\$6,791,047.34
9	\$6,791,047.34	\$466,087.59	\$235,106.06	\$701,193.65	\$6,324,959.74
10	\$6,324,959.74	\$482,223.55	\$218,970.11	\$701,193.65	\$5,842,736.20
11	\$5,842,736.20	\$498,918.13	\$202,275.53	\$701,193.65	\$5,343,818.07
12	\$5,343,818.07	\$516,190.67	\$185,002.98	\$701,193.65	\$4,827,627.40
13	\$4,827,627.40	\$534,061.19	\$167,132.46	\$701,193.65	\$4,293,566.21
14	\$4,293,566.21	\$552,550.39	\$148,643.26	\$701,193.65	\$3,741,015.82
15	\$3,741,015.82	\$571,679.69	\$129,513.97	\$701,193.65	\$3,169,336.13
16	\$3,169,336.13	\$591,471.24	\$109,722.42	\$701,193.65	\$2,577,864.89
17	\$2,577,864.89	\$611,947.97	\$89,245.68	\$701,193.65	\$1,965,916.92
18	\$1,965,916.92	\$633,133.61	\$68,060.04	\$701,193.65	\$1,332,783.31
19	\$1,332,783.31	\$655,052.69	\$46,140.96	\$701,193.65	\$677,730.62
20	\$677,730.62	\$677,730.62	\$23,463.03	\$701,193.65	(\$0.00)

	Principal	Interest	Payment
Total	\$10,000,000.00	\$4,023,873.06	\$14,023,873.06

\* The entire Principal has not been drawn

\*\*The indicative interest rate reflected above is the February 15, 2014 rate from the ACFA website



**Sample Debenture Amortization Schedule**

## Rural Infrastructure Rehabilitation

*Principal	\$20,000,000.00
**Budgeted Interest for 20 year debt	3.462%
Term	20
Annual Payments	\$1,402,387.31

Year	Beginning Balance	Principal	Interest	Payment	End Balance
					\$20,000,000.00
1	\$20,000,000.00	\$709,987.31	\$692,400.00	\$1,402,387.31	\$19,290,012.69
2	\$19,290,012.69	\$734,567.07	\$667,820.24	\$1,402,387.31	\$18,555,445.63
3	\$18,555,445.63	\$759,997.78	\$642,389.53	\$1,402,387.31	\$17,795,447.85
4	\$17,795,447.85	\$786,308.90	\$616,078.40	\$1,402,387.31	\$17,009,138.95
5	\$17,009,138.95	\$813,530.92	\$588,856.39	\$1,402,387.31	\$16,195,608.03
6	\$16,195,608.03	\$841,695.36	\$560,691.95	\$1,402,387.31	\$15,353,912.68
7	\$15,353,912.68	\$870,834.85	\$531,552.46	\$1,402,387.31	\$14,483,077.83
8	\$14,483,077.83	\$900,983.15	\$501,404.15	\$1,402,387.31	\$13,582,094.67
9	\$13,582,094.67	\$932,175.19	\$470,212.12	\$1,402,387.31	\$12,649,919.49
10	\$12,649,919.49	\$964,447.09	\$437,940.21	\$1,402,387.31	\$11,685,472.39
11	\$11,685,472.39	\$997,836.25	\$404,551.05	\$1,402,387.31	\$10,687,636.14
12	\$10,687,636.14	\$1,032,381.34	\$370,005.96	\$1,402,387.31	\$9,655,254.80
13	\$9,655,254.80	\$1,068,122.39	\$334,264.92	\$1,402,387.31	\$8,587,132.41
14	\$8,587,132.41	\$1,105,100.78	\$297,286.52	\$1,402,387.31	\$7,482,031.63
15	\$7,482,031.63	\$1,143,359.37	\$259,027.94	\$1,402,387.31	\$6,338,672.26
16	\$6,338,672.26	\$1,182,942.47	\$219,444.83	\$1,402,387.31	\$5,155,729.79
17	\$5,155,729.79	\$1,223,895.94	\$178,491.37	\$1,402,387.31	\$3,931,833.85
18	\$3,931,833.85	\$1,266,267.22	\$136,120.09	\$1,402,387.31	\$2,665,566.63
19	\$2,665,566.63	\$1,310,105.39	\$92,281.92	\$1,402,387.31	\$1,355,461.24
20	\$1,355,461.24	\$1,355,461.24	\$46,926.07	\$1,402,387.31	(\$0.00)

	Principal	Interest	Payment
Total	\$20,000,000.00	\$8,047,746.12	\$28,047,746.12

\* The entire Principal has not been drawn

\*\*The indicative interest rate reflected above is the February 15, 2014 rate from the ACFA website



**Sample Debenture Amortization Schedule**

MacDonald Island Utility Expansion Construction

*Principal	\$30,500,000.00
**Budgeted Interest for 20 year debt	3.462%
Term	20
Annual Payments	\$2,138,640.64

Year	Beginning Balance	Principal	Interest	Payment	End Balance
					\$30,500,000.00
1	\$30,500,000.00	\$1,082,730.64	\$1,055,910.00	\$2,138,640.64	\$29,417,269.36
2	\$29,417,269.36	\$1,120,214.78	\$1,018,425.87	\$2,138,640.64	\$28,297,054.58
3	\$28,297,054.58	\$1,158,996.61	\$979,644.03	\$2,138,640.64	\$27,138,057.97
4	\$27,138,057.97	\$1,199,121.07	\$939,519.57	\$2,138,640.64	\$25,938,936.89
5	\$25,938,936.89	\$1,240,634.65	\$898,006.00	\$2,138,640.64	\$24,698,302.25
6	\$24,698,302.25	\$1,283,585.42	\$855,055.22	\$2,138,640.64	\$23,414,716.83
7	\$23,414,716.83	\$1,328,023.15	\$810,617.50	\$2,138,640.64	\$22,086,693.68
8	\$22,086,693.68	\$1,373,999.31	\$764,641.34	\$2,138,640.64	\$20,712,694.38
9	\$20,712,694.38	\$1,421,567.16	\$717,073.48	\$2,138,640.64	\$19,291,127.22
10	\$19,291,127.22	\$1,470,781.82	\$667,858.82	\$2,138,640.64	\$17,820,345.40
11	\$17,820,345.40	\$1,521,700.28	\$616,940.36	\$2,138,640.64	\$16,298,645.11
12	\$16,298,645.11	\$1,574,381.55	\$564,259.09	\$2,138,640.64	\$14,724,263.57
13	\$14,724,263.57	\$1,628,886.64	\$509,754.00	\$2,138,640.64	\$13,095,376.93
14	\$13,095,376.93	\$1,685,278.69	\$453,361.95	\$2,138,640.64	\$11,410,098.24
15	\$11,410,098.24	\$1,743,623.04	\$395,017.60	\$2,138,640.64	\$9,666,475.20
16	\$9,666,475.20	\$1,803,987.27	\$334,653.37	\$2,138,640.64	\$7,862,487.92
17	\$7,862,487.92	\$1,866,441.31	\$272,199.33	\$2,138,640.64	\$5,996,046.61
18	\$5,996,046.61	\$1,931,057.51	\$207,583.13	\$2,138,640.64	\$4,064,989.11
19	\$4,064,989.11	\$1,997,910.72	\$140,729.92	\$2,138,640.64	\$2,067,078.39
20	\$2,067,078.39	\$2,067,078.39	\$71,562.25	\$2,138,640.64	(\$0.00)

	Principal	Interest	Payment
Total	\$30,500,000.00	\$12,272,812.84	\$42,772,812.84

\* The entire Principal has not been drawn

\*\*The indicative interest rate reflected above is the February 15, 2014 rate from the ACFA website



## **Subject: 2014 Debenture Borrowing for Five New Capital Projects**

### **APPROVALS:**

Kola Oladimeji, Director  
Elsie Hutton, Executive Director  
Glen Laubenstein, Chief Administrative Officer

### **Administrative Recommendations:**

1. THAT the following debenture borrowing bylaws be read a second time:
  - Bylaw No. 14/010 - Flood Mitigation – Construction;
  - Bylaw No. 14/011 - Northside Multi-Use Facility – Phase 1 (Twin Arena);
  - Bylaw No. 14/012 - Snow Storage/Reclamation Facility – Construction;
  - Bylaw No. 14/013 - Saline Watermain from Hardin Street to King Street – Construction; and
  - Bylaw No. 14/014 - Urban Infrastructure Rehabilitation 2014 – 2016 – Construction.
2. THAT Bylaw Nos. 14/010, 14/011, 14/012, 14/013 and 14/014 be read a third and final time.

### **Summary:**

The above listed Capital Projects were presented to Council and approved for debenture funding as part of the 2014 Capital Budget approval on January 17, 2014.

Approval of debenture bylaws is required to proceed with debenture funding of the projects. In accordance with Section 251 of the *Municipal Government Act*, Council approval is required for any borrowing.

Administration will continue to pursue available grants on flood mitigation from Federal and Provincial governments. Council will be updated of grant funding progress.

### **Background:**

Five projects identifying new debenture borrowing as a source of funding were approved by Council as part of the 2014 Capital Budget on January 17, 2014. These five new projects are being presented to Council for the first time for approval of debenture borrowing.

	Debenture Amount
i) Flood Mitigation – Construction	\$28,000,000
ii) Northside Multi – Use Facility – Phase I (Twin Arena)	28,800,000
iii) Snow Storage / Reclamation Facility – Construction	5,000,000
iv) Saline Watermain from Hardin Street to King Street – Construction	4,000,000
v) Urban Infrastructure Rehabilitation 2014 – 2015 – Construction	27,000,000
<b>Total</b>	<b><u><u>\$92,800,000</u></u></b>

**Budget/Financial Implications:**

A total of \$92,800,000 in debenture borrowing, ranging from 10 – 20 years duration, is required for the new five projects. Annual debt service payment of \$9,380,524 is estimated for the first ten years. This reduces afterwards as projects with a repayment term of ten years would have been fully repaid thereby leaving only projects with a repayment plan greater than ten years.

Estimated debt service consist of principal and interest repayment and based on February 15, 2014 interest rates from the Alberta Capital Finance Authority. Actual interest rates will be applicable rates when debt is drawn.

**Rationale for Recommendations:**

Section 251 of the *Municipal Government Act* requires that a borrowing bylaw be advertised when the term of borrowing for financing a capital project exceeds five years. Various capital projects approved in the 2014 Capital Budget identifying debenture as a source of funding require terms of borrowing greater than five years and are therefore subject to advertisement.

The impacted projects were approved through the 2014 Capital Budget process and identified debenture borrowing as a source of funding. If debenture borrowing is not approved, the projects cannot proceed as planned. Debenture funds are drawn by the Municipality only once a project commences and funds have been committed or expended, therefore, no costs are incurred if a project is delayed, does not proceed as planned or sufficient cash is available as an interim funding source.

**Attachments:**

1. Bylaw No. 14/010
2. Bylaw No. 14/011
3. Bylaw No. 14/012
4. Bylaw No. 14/013
5. Bylaw No. 14/014
- 6–10. Amortization schedules

**BYLAW NO. 14/010**

**BEING A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO AUTHORIZE THE INCURRENCE OF AN INDEBTEDNESS BY THE ISSUANCE OF A DEBENTURE IN THE AMOUNT OF TWENTY EIGHT MILLION DOLLARS (\$28,000,000) FOR THE PURPOSE OF FLOOD MITIGATION – CONSTRUCTION PROJECT.**

WHEREAS the Council of the Regional Municipality of Wood Buffalo has decided to issue a bylaw pursuant to Section 258 of the Municipal Government Act to authorize the financing, undertaking and completion of the Flood Mitigation – Construction Project;

AND WHEREAS the Regional Municipality of Wood Buffalo has made plans, specifications and estimates for the project and confirms the total cost of the Flood Mitigation - Construction Project is ONE HUNDRED FIFTY MILLION DOLLARS (\$150,000,000);

AND WHEREAS in order to complete the said project, it will be necessary for the Regional Municipality of Wood Buffalo to borrow the sum of TWENTY EIGHT MILLION DOLLARS (\$28,000,000), for a period not to exceed ten (10) years, from the Alberta Capital Finance Authority or another authorized financial institution, by the issuance of a debenture and on the terms and conditions referred to in this bylaw;

AND WHEREAS the principal amount of the outstanding debt of the Regional Municipality of Wood Buffalo at December 31, 2013 was \$332,230,196 and no part of the principal or interest is in arrears;

AND WHEREAS the estimated lifetime of the project financed under this bylaw is equal to, or in excess of ten (10) years;

AND WHEREAS all required approvals for the project have been obtained and the project is in compliance with all Acts and Regulations of the Province of Alberta;

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

1. That for the purpose of the Flood Mitigation – Construction Project the sum of TWENTY EIGHT MILLION DOLLARS (\$28,000,000) be borrowed from the Alberta Capital Finance Authority, or another authorized financial institution, by way of debenture on the credit and security of the Regional Municipality of Wood Buffalo at large, of which amount the full sum of TWENTY EIGHT MILLION DOLLARS (\$28,000,000) is to be paid by the Regional Municipality of Wood Buffalo at large.
2. The proper officers of the Municipality are hereby authorized to issue the debenture on behalf of the Municipality for the amount and purpose as authorized by this bylaw, namely the Flood Mitigation – Construction Project.

3. The Municipality shall repay the indebtedness according to the repayment structure in effect, namely semi-annual or annual equal payments of combined principal and interest installments not to exceed ten (10) years calculated at a rate not exceeding the interest rate fixed by the Alberta Capital Finance Authority or another authorized financial institution on the date of the borrowing, and not to exceed ten (10) percent.
4. The Municipality shall levy and raise in each year municipal taxes sufficient to pay the indebtedness.
5. The indebtedness shall be contracted on the credit and security of the Municipality.
6. The net amount borrowed under the bylaw shall be applied only to the project specified by this bylaw.
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 25 day of March, 2014.

READ a second time this \_\_\_\_\_ day of \_\_\_\_\_, 2014.

READ a third and final time this \_\_\_\_\_ day of \_\_\_\_\_, 2014.

SIGNED and PASSED this \_\_\_\_\_ day of \_\_\_\_\_, 2014.

\_\_\_\_\_  
Mayor

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

S/N	Total Project budget (all years) Municipal portion (\$)	Name of Project	New Debenture Amount (\$)	Debenture Amount Previously Approved (\$)	Additional / Reduced Amount Required (\$)	Debt service* (\$)	Duration /term
2	150,000,000	Flood Mitigation - Construction; such as berms/dikes (these terms are interchangeable), raising development above anticipated flood levels, mechanical pumping of water to reduce flood elevations, or by diverting surface water elsewhere	28,000,000	-	28,000,000	3,219,447	10
	150,000,000		28,000,000	-	28,000,000	3,219,447	

Annual Debt Service includes Principal repayment + Interest

The entire Principal has not been drawn down and no interest charges until actual drawn is made based on cash flow projections

The estimated interest is based on Alberta Capital Finance Authority indicative rates as at Feb, 2014



**BYLAW NO. 14/011**

**BEING A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO AUTHORIZE THE INCURRENCE OF AN INDEBTEDNESS BY THE ISSUANCE OF A DEBENTURE IN THE AMOUNT OF TWENTY EIGHT MILLION, EIGHT HUNDRED THOUSAND (\$28,800,000) FOR THE PURPOSE OF NORTHSIDE MULTI-USE FACILITY – PHASE 1 (TWIN ARENA) PROJECT.**

WHEREAS the Council of the Regional Municipality of Wood Buffalo has decided to issue a bylaw pursuant to Section 258 of the Municipal Government Act to authorize the financing, undertaking and completion of the Northside Multi-Use Facility – Phase 1 (Twin Arena) Project;

AND WHEREAS the Regional Municipality of Wood Buffalo has made plans, specifications and estimates for the project and confirms the total cost of the Northside Multi-Use Facility – Phase 1 (Twin Arena) Project is TWENTY EIGHT MILLION, EIGHT HUNDRED THOUSAND DOLLARS (\$28,800,000);

AND WHEREAS in order to complete the said project, it will be necessary for the Regional Municipality of Wood Buffalo to borrow the sum of TWENTY EIGHT MILLION, EIGHT HUNDRED THOUSAND DOLLARS (\$28,800,000), for a period not to exceed ten (10) years, from the Alberta Capital Finance Authority or another authorized financial institution, by the issuance of a debenture and on the terms and conditions referred to in this bylaw;

AND WHEREAS the principal amount of the outstanding debt of the Regional Municipality of Wood Buffalo at December 31, 2013 was \$332,230,196 and no part of the principal or interest is in arrears;

AND WHEREAS the estimated lifetime of the project financed under this bylaw is equal to, or in excess of ten (10) years;

AND WHEREAS all required approvals for the project have been obtained and the project is in compliance with all Acts and Regulations of the Province of Alberta;

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

1. That for the purpose of the Northside Multi-Use Facility – Phase 1 (Twin Arena) Project the sum of TWENTY EIGHT MILLION, EIGHT HUNDRED THOUSAND DOLLARS (\$28,800,000) be borrowed from the Alberta Capital Finance Authority, or another authorized financial institution, by way of debenture on the credit and security of the Regional Municipality of Wood Buffalo at large, of which amount the full sum of TWENTY EIGHT MILLION, EIGHT HUNDRED THOUSAND DOLLARS (\$28,800,000) is to be paid by the Regional Municipality of Wood Buffalo at large.

2. The proper officers of the Municipality are hereby authorized to issue a debenture on behalf of the Municipality for the amount and purpose as authorized by this bylaw, namely the Northside Multi-Use Facility – Phase 1 (Twin Arena) Project.
3. The Municipality shall repay the indebtedness according to the repayment structure in effect, namely semi-annual or annual equal payments of combined principal and interest installments not to exceed ten (10) years calculated at a rate not exceeding the interest rate fixed by the Alberta Capital Finance Authority or another authorized financial institution on the date of the borrowing, and not to exceed ten (10) percent.
4. The Municipality shall levy and raise in each year municipal taxes sufficient to pay the indebtedness.
5. The indebtedness shall be contracted on the credit and security of the Municipality.
6. The net amount borrowed under the bylaw shall be applied only to the project specified by this bylaw.
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 25 day of March, 2014.

READ a second time this \_\_\_\_\_ day of \_\_\_\_\_, 2014.

READ a third and final time this \_\_\_\_\_ day of \_\_\_\_\_, 2014.

SIGNED and PASSED this \_\_\_\_\_ day of \_\_\_\_\_, 2014.

\_\_\_\_\_  
Mayor

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

S/N	Total Project budget (all years) Municipal portion (\$)	Name of Project	New Debenture Amount (\$)	Debenture Amount Previously Approved (\$)	Additional / Reduced Amount Required (\$)	Debt service* (\$)	Duration /term
	28,800,000	Northside Multi-Use Facility - Phase 1 (Twin Arena). New complex development of an indoor recreation and cultural facility	28,800,000	-	28,800,000	3,311,431	10
	<b>28,800,000</b>		<b>28,800,000</b>	<b>-</b>	<b>28,800,000</b>	<b>3,311,431</b>	

Annual Debt Service includes Principal repayment + Interest

The entire Principal has not been drawn down and no interest charges until actual drawn is made based on cash flow projections

The estimated interest is based on Alberta Capital Finance Authority indicative rates as at Feb, 2014



**BYLAW NO. 14/012**

**BEING A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO AUTHORIZE THE INCURRENCE OF AN INDEBTEDNESS BY THE ISSUANCE OF A DEBENTURE IN THE AMOUNT OF FIVE MILLION DOLLARS (\$5,000,000) FOR THE PURPOSE OF SNOW STORAGE/RECLAMATION FACILITY – CONSTRUCTION PROJECT.**

WHEREAS the Council of the Regional Municipality of Wood Buffalo has decided to issue a bylaw pursuant to Section 258 of the Municipal Government Act to authorize the financing, undertaking and completion of the Snow Storage/Reclamation Facility – Construction Project;

AND WHEREAS the Regional Municipality of Wood Buffalo has made plans, specifications and estimates for the project and confirms the total cost of the Snow Storage/Reclamation Facility – Construction Project is TWENTY FIVE MILLION DOLLARS (\$25,000,000);

AND WHEREAS in order to complete the said project, it will be necessary for the Regional Municipality of Wood Buffalo to borrow the sum of FIVE MILLION DOLLARS (\$5,000,000), for a period not to exceed ten (10) years, from the Alberta Capital Finance Authority or another authorized financial institution, by the issuance of a debenture and on the terms and conditions referred to in this bylaw;

AND WHEREAS the principal amount of the outstanding debt of the Regional Municipality of Wood Buffalo at December 31, 2013 was \$332,230,196 and no part of the principal or interest is in arrears;

AND WHEREAS the estimated lifetime of the project financed under this bylaw is equal to, or in excess of ten (10) years;

AND WHEREAS all required approvals for the project have been obtained and the project is in compliance with all Acts and Regulations of the Province of Alberta;

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

1. That for the purpose of the Snow Storage/Reclamation Facility - Construction Project the sum of FIVE MILLION DOLLARS (\$5,000,000) be borrowed from the Alberta Capital Finance Authority, or another authorized financial institution, by way of debenture on the credit and security of the Regional Municipality of Wood Buffalo at large, of which amount the full sum of FIVE MILLION DOLLARS (\$5,000,000) is to be paid by the Regional Municipality of Wood Buffalo at large.
2. The proper officers of the Municipality are hereby authorized to issue a debenture on behalf of the Municipality for the amount and purpose as authorized by this bylaw, namely the Snow Storage/Reclamation Facility – Construction Project.

3. The Municipality shall repay the indebtedness according to the repayment structure in effect, namely semi-annual or annual equal payments of combined principal and interest installments not to exceed ten (10) years calculated at a rate not exceeding the interest rate fixed by the Alberta Capital Finance Authority or another authorized financial institution on the date of the borrowing, and not to exceed ten (10) percent.
4. The Municipality shall levy and raise in each year municipal taxes sufficient to pay the indebtedness.
5. The indebtedness shall be contracted on the credit and security of the Municipality.
6. The net amount borrowed under the bylaw shall be applied only to the project specified by this bylaw.
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 25 day of March, 2014.

READ a second time this \_\_\_\_\_ day of \_\_\_\_\_, 2014.

READ a third and final time this \_\_\_\_\_ day of \_\_\_\_\_, 2014.

SIGNED and PASSED this \_\_\_\_\_ day of \_\_\_\_\_, 2014.

\_\_\_\_\_  
Mayor

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

S/N	Total Project budget (all years) Municipal portion (\$)	Name of Project	New Debenture Amount (\$)	Debenture Amount Previously Approved (\$)	Additional / Reduced Amount Required (\$)	Debt service* (\$)	Duration /term
1	25,000,000 <b>25,000,000</b>	Snow Storage/Reclamation Facility - Construction	5,000,000 <b>5,000,000</b>	- <b>-</b>	5,000,000 <b>5,000,000</b>	574,901 <b>574,901</b>	10

Annual Debt Service includes Principal repayment + Interest

The entire Principal has not been drawn down and no interest charges until actual drawn is made based on cash flow projections

The estimated interest is based on Alberta Capital Finance Authority indicative rates as at Feb, 2014



**BYLAW NO.14/013**

**BEING A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO AUTHORIZE THE INCURRENCE OF AN INDEBTEDNESS BY THE ISSUANCE OF A DEBENTURE IN THE AMOUNT OF FOUR MILLION DOLLARS (\$4,000,000) FOR THE PURPOSE OF SALINE WATERMAIN FROM HARDIN STREET TO KING STREET CONSTRUCTION PROJECT.**

WHEREAS the Council of the Regional Municipality of Wood Buffalo has decided to issue a bylaw pursuant to Section 258 of the Municipal Government Act to authorize the financing, undertaking and completion of the Saline Watermain from Hardin Street to King Street – Construction Project;

AND WHEREAS the Regional Municipality of Wood Buffalo has made plans, specifications and estimates for the project and confirms the total cost of the Saline Watermain from Hardin Street to King Street - Construction Project is FOURTEEN MILLION DOLLARS (\$14,000,000);

AND WHEREAS in order to complete the said project, it will be necessary for the Regional Municipality of Wood Buffalo to borrow the sum of FOUR MILLION DOLLARS (\$4,000,000), for a period not to exceed ten (10) years, from the Alberta Capital Finance Authority or another authorized financial institution, by the issuance of a debenture and on the terms and conditions referred to in this bylaw;

AND WHEREAS the principal amount of the outstanding debt of the Regional Municipality of Wood Buffalo at December 31, 2013 was \$332,230,196 and no part of the principal or interest is in arrears;

AND WHEREAS the estimated lifetime of the project financed under this bylaw is equal to, or in excess of ten (10) years;

AND WHEREAS all required approvals for the project have been obtained and the project is in compliance with all Acts and Regulations of the Province of Alberta;

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

1. That for the purpose of the Saline Watermain from Hardin to King Street – Construction Project the sum of FOURTEEN MILLION DOLLARS (\$14,000,000) be borrowed from the Alberta Capital Finance Authority, or another authorized financial institution, by way of debenture on the credit and security of the Regional Municipality of Wood Buffalo at large, of which amount the full sum of FOURTEEN MILLION DOLLARS (\$14,000,000) is to be paid by the Regional Municipality of Wood Buffalo at large.

2. The proper officers of the Municipality are hereby authorized to issue debenture on behalf of the Municipality for the amount and purpose as authorized by this bylaw, namely the Saline Watermain from Hardin Street to King Street – Construction Project.
3. The Municipality shall repay the indebtedness according to the repayment structure in effect, namely semi-annual or annual equal payments of combined principal and interest installments not to exceed ten (10) years calculated at a rate not exceeding the interest rate fixed by the Alberta Capital Finance Authority or another authorized financial institution on the date of the borrowing, and not to exceed ten (10) percent.
4. The Municipality shall levy and raise in each year municipal taxes sufficient to pay the indebtedness.
5. The indebtedness shall be contracted on the credit and security of the Municipality.
6. The net amount borrowed under the bylaw shall be applied only to the project specified by this bylaw.
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 25 day of March, 2014.

READ a second time this \_\_\_\_\_ day of \_\_\_\_\_, 2014.

READ a third and final time this \_\_\_\_\_ day of \_\_\_\_\_, 2014.

SIGNED and PASSED this \_\_\_\_\_ day of \_\_\_\_\_, 2014.

\_\_\_\_\_  
Mayor

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

S/N	Total Project budget (all years) Municipal portion (\$)	Name of Project	New Debenture Amount (\$)	Debenture Amount Previously Approved (\$)	Additional / Reduced Amount Required (\$)	Debt service* (\$)	Duration /term
	14,000,000	Saline Watermain from Hardin Street to King Street - Construction	4,000,000	-	4,000,000	459,921	10
	<b>14,000,000</b>		<b>4,000,000</b>	<b>-</b>	<b>4,000,000</b>	<b>459,921</b>	

Annual Debt Service includes Principal repayment + Interest

The entire Principal has not been drawn down and no interest charges until actual drawn is made based on cash flow projections

The estimated interest is based on Alberta Capital Finance Authority indicative rates as at Feb, 2014



**BYLAW NO. 14/014**

**BEING A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO AUTHORIZE THE INCURRENCE OF AN INDEBTEDNESS BY THE ISSUANCE OF A DEBENTURE IN THE AMOUNT OF TWENTY SEVEN MILLION DOLLARS (\$27,000,000) FOR THE PURPOSE OF URBAN INFRASTRUCTURE REHABILITATION 2014 – 2016 – CONSTRUCTION PROJECT.**

WHEREAS the Council of the Regional Municipality of Wood Buffalo has decided to issue a bylaw pursuant to Section 258 of the Municipal Government Act to authorize the financing, undertaking and completion of the Urban Infrastructure Rehabilitation 2014 – 2016 – Construction Project;

AND WHEREAS the Regional Municipality of Wood Buffalo has made plans, specifications and estimates for the project and confirms the total cost of the Urban Infrastructure Rehabilitation 2014 – 2016 - Construction Project is ONE HUNDRED MILLION DOLLARS (100,000,000);

AND WHEREAS in order to complete the said project, it will be necessary for the Regional Municipality of Wood Buffalo to borrow the sum of TWENTY SEVEN MILLION DOLLARS (\$27,000,000), for a period not to exceed twenty (20) years, from the Alberta Capital Finance Authority or another authorized financial institution, by the issuance of a debenture and on the terms and conditions referred to in this bylaw;

AND WHEREAS the principal amount of the outstanding debt of the Regional Municipality of Wood Buffalo at December 31, 2013 was \$332,230,196 and no part of the principal or interest is in arrears;

AND WHEREAS the estimated lifetime of the project financed under this bylaw is equal to, or in excess of twenty (20) years;

AND WHEREAS all required approvals for the project have been obtained and the project is in compliance with all Acts and Regulations of the Province of Alberta;

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

1. That for the purpose of the Urban Infrastructure Rehabilitation 2014 – 2016 - Construction Project the sum of TWENTY SEVEN MILLION DOLLARS (\$27,000,000) be borrowed from the Alberta Capital Finance Authority, or another authorized financial institution, by way of debenture on the credit and security of the Regional Municipality of Wood Buffalo at large, of which amount the full sum of TWENTY SEVEN MILLION DOLLARS (\$27,000,000) is to be paid by the Regional Municipality of Wood Buffalo at large.

2. The proper officers of the Municipality are hereby authorized to issue a debenture on behalf of the Municipality for the amount and purpose as authorized by this bylaw, namely the Urban Infrastructure Rehabilitation 2014 – 2016 – Construction Project.
3. The Municipality shall repay the indebtedness according to the repayment structure in effect, namely semi-annual or annual equal payments of combined principal and interest installments not to exceed twenty (20) years calculated at a rate not exceeding the interest rate fixed by the Alberta Capital Finance Authority or another authorized financial institution on the date of the borrowing, and not to exceed ten (10) percent.
4. The Municipality shall levy and raise in each year municipal taxes sufficient to pay the indebtedness.
5. The indebtedness shall be contracted on the credit and security of the Municipality.
6. The net amount borrowed under the bylaw shall be applied only to the project specified by this bylaw.
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 25 day of March, 2014.

READ a second time this \_\_\_\_\_ day of \_\_\_\_\_, 2014.

READ a third and final time this \_\_\_\_\_ day of \_\_\_\_\_, 2014.

SIGNED and PASSED this \_\_\_\_\_ day of \_\_\_\_\_, 2014.

\_\_\_\_\_  
Mayor

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

S/N	Total Project budget (all years) Municipal portion (\$)	Name of Project	New Debenture Amount (\$)	Debenture Amount Previously Approved (\$)	Additional / Reduced Amount Required (\$)	Debt service* (\$)	Duration /term
	100,000,000	Urban Infrastructure Rehabilitation 2014 - 2016 - Construction. Replacement and upgrading of existing sanitary sewer mains, water mains, storm sewer, roads, curbs, sidewalks, and landscaping	27,000,000	-	27,000,000	1,814,824	20
	<b>100,000,000</b>		<b>27,000,000</b>	<b>-</b>	<b>27,000,000</b>	<b>1,814,824</b>	

Annual Debt Service includes Principal repayment + Interest

The entire Principal has not been drawn down and no interest charges until actual drawn is made based on cash flow projections

The estimated interest is based on Alberta Capital Finance Authority indicative rates as at Feb, 2014



**Sample Debenture Amortization Schedule**

Flood Mitigation - Construction

*Principal	\$28,000,000.00
**Budgeted Interest for 20 year debt	2.622%
Term	10
Annual Payments	\$3,219,446.70

Year	Beginning Balance	Principal	Interest	Payment	End Balance
					\$28,000,000.00
1	\$28,000,000.00	\$2,485,286.70	\$734,160.00	\$3,219,446.70	\$25,514,713.30
2	\$25,514,713.30	\$2,550,450.92	\$668,995.78	\$3,219,446.70	\$22,964,262.38
3	\$22,964,262.38	\$2,617,323.74	\$602,122.96	\$3,219,446.70	\$20,346,938.63
4	\$20,346,938.63	\$2,685,949.97	\$533,496.73	\$3,219,446.70	\$17,660,988.66
5	\$17,660,988.66	\$2,756,375.58	\$463,071.12	\$3,219,446.70	\$14,904,613.08
6	\$14,904,613.08	\$2,828,647.75	\$390,798.96	\$3,219,446.70	\$12,075,965.34
7	\$12,075,965.34	\$2,902,814.89	\$316,631.81	\$3,219,446.70	\$9,173,150.44
8	\$9,173,150.44	\$2,978,926.70	\$240,520.00	\$3,219,446.70	\$6,194,223.75
9	\$6,194,223.75	\$3,057,034.16	\$162,412.55	\$3,219,446.70	\$3,137,189.59
10	\$3,137,189.59	\$3,137,189.59	\$82,257.11	\$3,219,446.70	\$0.00

	Principal	Interest	Payment
Total	\$28,000,000.00	\$4,194,467.02	\$32,194,467.02

\* The entire Principal has not been drawn

#REF!



**Sample Debenture Amortization Schedule**

Northside Multi-Use Facility - Phase 1 (Twin Arenas) - Construction

*Principal	\$28,800,000.00
**Budgeted Interest for 20 year debt	2.622%
Term	10
Annual Payments	\$3,311,430.89

Year	Beginning Balance	Principal	Interest	Payment	End Balance
					\$28,800,000.00
1	\$28,800,000.00	\$2,556,294.89	\$755,136.00	\$3,311,430.89	\$26,243,705.11
2	\$26,243,705.11	\$2,623,320.95	\$688,109.95	\$3,311,430.89	\$23,620,384.16
3	\$23,620,384.16	\$2,692,104.42	\$619,326.47	\$3,311,430.89	\$20,928,279.74
4	\$20,928,279.74	\$2,762,691.40	\$548,739.49	\$3,311,430.89	\$18,165,588.34
5	\$18,165,588.34	\$2,835,129.17	\$476,301.73	\$3,311,430.89	\$15,330,459.17
6	\$15,330,459.17	\$2,909,466.25	\$401,964.64	\$3,311,430.89	\$12,420,992.92
7	\$12,420,992.92	\$2,985,752.46	\$325,678.43	\$3,311,430.89	\$9,435,240.46
8	\$9,435,240.46	\$3,064,038.89	\$247,392.00	\$3,311,430.89	\$6,371,201.57
9	\$6,371,201.57	\$3,144,377.99	\$167,052.91	\$3,311,430.89	\$3,226,823.58
10	\$3,226,823.58	\$3,226,823.58	\$84,607.31	\$3,311,430.89	\$0.00

	Principal	Interest	Payment
Total	\$28,800,000.00	\$4,314,308.94	\$33,114,308.94

\* The entire Principal has not been drawn

#REF!



**Sample Debenture Amortization Schedule**

Snow Storage / Reclamation Facility - Construction

*Principal	\$5,000,000.00
**Budgeted Interest for 10 year debt	2.622%
Term	10
Annual Payments	\$574,901.20

Year	Beginning Balance	Principal	Interest	Payment	End Balance
					\$5,000,000.00
1	\$5,000,000.00	\$443,801.20	\$131,100.00	\$574,901.20	\$4,556,198.80
2	\$4,556,198.80	\$455,437.66	\$119,463.53	\$574,901.20	\$4,100,761.14
3	\$4,100,761.14	\$467,379.24	\$107,521.96	\$574,901.20	\$3,633,381.90
4	\$3,633,381.90	\$479,633.92	\$95,267.27	\$574,901.20	\$3,153,747.98
5	\$3,153,747.98	\$492,209.92	\$82,691.27	\$574,901.20	\$2,661,538.05
6	\$2,661,538.05	\$505,115.67	\$69,785.53	\$574,901.20	\$2,156,422.38
7	\$2,156,422.38	\$518,359.80	\$56,541.39	\$574,901.20	\$1,638,062.58
8	\$1,638,062.58	\$531,951.20	\$42,950.00	\$574,901.20	\$1,106,111.38
9	\$1,106,111.38	\$545,898.96	\$29,002.24	\$574,901.20	\$560,212.43
10	\$560,212.43	\$560,212.43	\$14,688.77	\$574,901.20	\$0.00

	Principal	Interest	Payment
Total	\$5,000,000.00	\$749,011.97	\$5,749,011.97

\* The entire Principal has not been drawn  
#REF!



**Sample Debenture Amortization Schedule**

Saline Watermain from Hardin St. to King St. Booster Station - Construction

*Principal	\$4,000,000.00
**Budgeted Interest for 10 year debt	2.622%
Term	10
Annual Payments	\$459,920.96

Year	Beginning Balance	Principal	Interest	Payment	End Balance
					\$4,000,000.00
1	\$4,000,000.00	\$355,040.96	\$104,880.00	\$459,920.96	\$3,644,959.04
2	\$3,644,959.04	\$364,350.13	\$95,570.83	\$459,920.96	\$3,280,608.91
3	\$3,280,608.91	\$373,903.39	\$86,017.57	\$459,920.96	\$2,906,705.52
4	\$2,906,705.52	\$383,707.14	\$76,213.82	\$459,920.96	\$2,522,998.38
5	\$2,522,998.38	\$393,767.94	\$66,153.02	\$459,920.96	\$2,129,230.44
6	\$2,129,230.44	\$404,092.54	\$55,828.42	\$459,920.96	\$1,725,137.91
7	\$1,725,137.91	\$414,687.84	\$45,233.12	\$459,920.96	\$1,310,450.06
8	\$1,310,450.06	\$425,560.96	\$34,360.00	\$459,920.96	\$884,889.11
9	\$884,889.11	\$436,719.17	\$23,201.79	\$459,920.96	\$448,169.94
10	\$448,169.94	\$448,169.94	\$11,751.02	\$459,920.96	\$0.00

	Principal	Interest	Payment
Total	\$4,000,000.00	\$599,209.57	\$4,599,209.57

\* The entire Principal has not been drawn  
#REF!



**Sample Debenture Amortization Schedule**

Urban Infrastructure Rehabilitation 2014-2016 Construction

*Principal	\$27,000,000.00
**Budgeted Interest for 20 year debt	3.000%
Term	20
Annual Payments	\$1,814,824.11

Year	Beginning Balance	Principal	Interest	Payment	End Balance
					\$27,000,000.00
1	\$27,000,000.00	\$1,004,824.11	\$810,000.00	\$1,814,824.11	\$25,995,175.89
2	\$25,995,175.89	\$1,034,968.83	\$779,855.28	\$1,814,824.11	\$24,960,207.07
3	\$24,960,207.07	\$1,066,017.89	\$748,806.21	\$1,814,824.11	\$23,894,189.17
4	\$23,894,189.17	\$1,097,998.43	\$716,825.68	\$1,814,824.11	\$22,796,190.74
5	\$22,796,190.74	\$1,130,938.38	\$683,885.72	\$1,814,824.11	\$21,665,252.36
6	\$21,665,252.36	\$1,164,866.53	\$649,957.57	\$1,814,824.11	\$20,500,385.83
7	\$20,500,385.83	\$1,199,812.53	\$615,011.57	\$1,814,824.11	\$19,300,573.30
8	\$19,300,573.30	\$1,235,806.91	\$579,017.20	\$1,814,824.11	\$18,064,766.39
9	\$18,064,766.39	\$1,272,881.11	\$541,942.99	\$1,814,824.11	\$16,791,885.28
10	\$16,791,885.28	\$1,311,067.55	\$503,756.56	\$1,814,824.11	\$15,480,817.73
11	\$15,480,817.73	\$1,350,399.57	\$464,424.53	\$1,814,824.11	\$14,130,418.16
12	\$14,130,418.16	\$1,390,911.56	\$423,912.54	\$1,814,824.11	\$12,739,506.60
13	\$12,739,506.60	\$1,432,638.91	\$382,185.20	\$1,814,824.11	\$11,306,867.69
14	\$11,306,867.69	\$1,475,618.07	\$339,206.03	\$1,814,824.11	\$9,831,249.61
15	\$9,831,249.61	\$1,519,886.62	\$294,937.49	\$1,814,824.11	\$8,311,363.00
16	\$8,311,363.00	\$1,565,483.22	\$249,340.89	\$1,814,824.11	\$6,745,879.78
17	\$6,745,879.78	\$1,612,447.71	\$202,376.39	\$1,814,824.11	\$5,133,432.07
18	\$5,133,432.07	\$1,660,821.14	\$154,002.96	\$1,814,824.11	\$3,472,610.93
19	\$3,472,610.93	\$1,710,645.78	\$104,178.33	\$1,814,824.11	\$1,761,965.15
20	\$1,761,965.15	\$1,761,965.15	\$52,858.95	\$1,814,824.11	\$0.00

	Principal	Interest	Payment
Total	\$27,000,000.00	\$9,296,482.10	\$36,296,482.10

\* The entire Principal has not been drawn

#REF!



**Subject: 2014 Property Tax Rate Bylaw – Bylaw No. 14/019****APPROVALS:**

Brian Moore, Director  
Elsie Hutton, Executive Director  
Marcel Ulliac, Interim Chief Administrative Officer

**Administrative Recommendations:**

1. That Bylaw No. 14/019, being the 2014 Property Tax Rate Bylaw, be read a second time.
2. That Bylaw No. 14/019, be read a third and final time.

**Summary:**

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

**Background:**

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

Assessment valuation standards are prescribed by the Alberta Provincial Government and are either based on a market value premise or on a regulated cost based system depending on property type. The tax levied on all residential and commercial properties is calculated by applying the tax rate against the individual property assessment which is an estimate of the market value as of July 1, 2013. Machinery and Equipment and linear property are assessed based on a regulated cost approach standard established by Ministerial Regulations.

Property taxes are levied to raise revenue to fund municipal expenditures and pay external requisitions from Alberta Education, and seniors' housing (Ayabaskaw House and Rotary House). With respect to requisitions for provincial education and seniors' housing, the requisitioning authorities' tax rates are calculated based on the amounts they request. In imposing levies, it is important to note that the Municipality simply acts as a collector of the funds and has no authority to refuse or change the amount requested by external requisitions.

The education requisition received from the Province for this year has increased by \$10,423,544.41 which equates to an overall 18% increase from 2012. The owner of the typical single family home will experience a 27% increase in education taxes which translates to \$350

per year. This is the second year of a two year Provincial School Tax phase out of the Capping and Mitigation Program which has been in place since 2000. Over the two years the Provincial Education Tax requisition has increased by 64% with the typical single family home taxes increasing by \$750 or 87%.

A typical residential property tax notice will consist of three components: a municipal levy, an Alberta Education requisition levy, and a levy for seniors' housing. The total amount of property taxes paid will vary based on the actual assessment value and the respective tax rate applied.

In establishing municipal tax rates for the 2014 Property Tax Rate Bylaw, Administration has used the tax revenue neutral plus new construction growth approach for all property classes.

In order to assist with understanding of the 2014 Property Tax Rate recommendations, the following clarifications are provided:

- Property tax remaining tax revenue neutral simply means that the inflationary aspects of the real estate market have been factored out of the mill rate calculation and as a result, the Municipality will collect the same municipal tax revenue for the 2014 tax year as it did in the 2013 tax year on the grouping of properties which existed in 2013.
- The Residential property tax class has experienced varying market value changes due to factors such as location influences, residence type, size, and as such, individual properties will experience differing increases or decreases in taxes.
- The Other Residential property class has experienced differing market value changes due to variations in factors such as vacancy, rents and as such, individual properties may experience differing increases or decreases in taxes.
- Market values in the Non-Residential property class experienced increases and decreases due to factors such as sales information, vacancy, availability, rents and as such, individual properties may experience differing increases or decreases in taxes.

The overall total tax revenue collected for the Residential, Other Residential and Non-Residential property classes for 2014 will increase relative to 2013 as a result of new construction growth being taxed for the first time in the 2014 taxation year.

Since Council approval of the 2014 Operating Budget earlier this year, property taxation revenue estimates for the 2014 taxation year based on tax revenue neutral plus new construction growth approach have been exceeded.

For more information see Attachment 2 – 2014 Property Tax Rate Bylaw Questions and Answers.

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

During budget development in the fall of 2013, property tax revenue from new construction growth was estimated at \$63,579,902. Property tax revenue from new growth is now estimated at

\$109,948,744, resulting in an increase of \$46,368,842 from the approved 2014 Operating Budget. After an allocation for potential appeal adjustments of \$1,569,753 (3%), \$44,799,089 is available. Audit and Budget Committee (Committee) will review the options available in conjunction with the Fiscal Management Strategy at their May 6 meeting. Based on the Committee's recommendation, Council will discuss as part of the May 13 Council meeting when considering second and third reading of the tax rate bylaw.

Assessment notices were sent out on February 28, 2014 and the deadline for assessment complaints is May 2, 2014. A better estimate of assessment roll totals and resulting property tax revenue impacts cannot be determined until the appeal deadline has passed.

**Rationale for Recommendation:**

The proposed property tax rates are consistent with the previously adopted tax revenue neutral plus new construction growth strategy proposed in the 2013-2015 Fiscal Management Strategy.

**Administrative Update:**

Subsequent to first reading of Bylaw 14/019, the Audit and Budget Committee reviewed updated assessment growth information at their meeting on May 6, 2014. Property tax revenue from new growth is now estimated at \$123,161,395 resulting in an increase of \$59,581,493 from the approved 2014 Operating Budget. After an allocation for potential appeal adjustments of \$1,966,133 (3%), \$57,615,360 in additional funding is available. A Council decision is required to determine the final rates for Bylaw 14/019 and a resolution to transfer funding to the Capital Infrastructure Reserve. The 2014-2016 Fiscal Management Strategy has been updated to reflect the changes.

**Attachments:**

1. Bylaw No. 14/019 – 2014 Property Tax Bylaw
2. 2014 Property Tax Rate Bylaw Questions and Answers



**BYLAW NO. 14/019****BEING A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO AUTHORIZE THE SEVERAL RATES OF TAXATION TO BE IMPOSED FOR THE RURAL AND URBAN SERVICE AREAS FOR THE 2014 FISCAL YEAR.**

**WHEREAS** Sections 353 and 354 of the *Municipal Government Act*, RSA 2000, c.M-26, require that a municipality adopt a property tax bylaw annually and establish guidelines for the setting of tax rates;

**AND WHEREAS** estimated amended operating expenses including potential appeal losses for the 2014 fiscal year total \$771,112,497;

**AND WHEREAS** the approved 2014 budget including potential appeal losses is \$724,743,655;

**AND WHEREAS** estimated additional revenues as a result of the revenue neutral methodology of Council will total \$46,368,842;

**AND WHEREAS** estimated Local Improvement Program levies total \$418,100;

**AND WHEREAS** estimated operating revenues from sources other than taxation levies total \$106,435,955;

**AND WHEREAS** the Alberta School Foundation Fund (ASFF) has issued the following requisitions to the Regional Municipality of Wood Buffalo, namely;

- |     |                               |                 |
|-----|-------------------------------|-----------------|
| i)  | for residential and farm land | \$35,703,789.64 |
| ii) | for non-residential           | \$31,113,398.68 |

**AND WHEREAS** the Fort McMurray Roman Catholic Separate School District #32 (R.C.S.S.D) has made the following requisitions to the Regional Municipality of Wood Buffalo, namely;

- |     |                               |                |
|-----|-------------------------------|----------------|
| i)  | for residential and farm land | \$1,688,549.04 |
| ii) | for non-residential           | \$209,605.28   |

**AND WHEREAS** the Ayabaskaw House has made the following requisition to the Regional Municipality of Wood Buffalo, namely;

- |    |                        |             |
|----|------------------------|-------------|
| i) | for all property types | \$32,706.00 |
|----|------------------------|-------------|

**AND WHEREAS** the Rotary House Senior's Lodge has made the following requisition to the Regional Municipality of Wood Buffalo, namely;

- |    |                        |                |
|----|------------------------|----------------|
| i) | for all property types | \$2,034,001.00 |
|----|------------------------|----------------|

**AND WHEREAS** Section 10 of the Order in Council No. 817-94 regarding the amalgamation of Improvement District 143 and City of Fort McMurray, which became effective on the first day of April, 1995, allows the Municipality, by Bylaw, to establish different rates of taxation for the

Fort McMurray Urban Service Area and the Rural Service Area for each assessment class or subclass referred to in Section 297 of the *Municipal Government Act*;

**AND WHEREAS** the net annual tax levy requirements for the Regional Municipality of Wood Buffalo for 2014 are estimated to be:

- |                       |               |
|-----------------------|---------------|
| i) Municipal Purposes | \$664,258,442 |
|-----------------------|---------------|

**AND WHEREAS** the total Regional Municipality of Wood Buffalo Rural Service Area assessment of land, building, and improvements from which tax levy requirements may be raised totals \$34,695,942,065;

**AND WHEREAS** the total Regional Municipality of Wood Buffalo Urban Service Area assessment of land, building, and improvements from which tax levy requirements may be raised totals \$18,003,471,696;

**AND WHEREAS** it is deemed necessary to impose several rates of taxation for the 2014, as hereinafter set out, against those properties from which the tax levy requirements may be raised;

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

1. The Director of Assessment and Taxation is authorized and required to levy the following rates of taxation against the assessed value of all lands, buildings, and improvements as shown upon the Municipal Assessment Roll.

#### EDUCATION

##### Alberta School Foundation Fund

- |                            |           |
|----------------------------|-----------|
| • Residential and Farmland | 0.0024739 |
| • Non-Residential          | 0.0029856 |

##### Fort McMurray R.C.S.S.D. #32

- |                            |           |
|----------------------------|-----------|
| • Residential and Farmland | 0.0024739 |
| • Non-Residential          | 0.0029856 |

#### SENIORS' FACILITIES

- |                            |           |
|----------------------------|-----------|
| • Ayabaskaw Home           |           |
| ▪ Residential and Farmland | 0.0000006 |
| ▪ Non-Residential          | 0.0000006 |
| ▪ Machinery and Equipment  | 0.0000006 |
| • Rotary House             |           |
| ▪ Residential and Farmland | 0.0000389 |
| ▪ Non-Residential          | 0.0000389 |
| ▪ Machinery and Equipment  | 0.0000389 |

MUNICIPAL PURPOSES RURAL SERVICE AREA

- |                            |           |
|----------------------------|-----------|
| • Residential and Farmland | 0.0012243 |
| • Non-Residential          | 0.0179951 |
| • Machinery and Equipment  | 0.0179951 |

MUNICIPAL PURPOSES URBAN SERVICE AREA

- |                            |           |
|----------------------------|-----------|
| • Residential and Farmland | 0.0023098 |
| • Other Residential        | 0.0051616 |
| • Non-Residential          | 0.0040066 |
| • Machinery and Equipment  | 0.0040066 |

**Definitions**

2. For the purpose of this Bylaw:

- a. “other residential” has the same meaning as set out in Bylaw No 13/012 being the Bylaw to create residential subclasses.

3. This Bylaw comes into force when it is passed.

READ a first time this 22<sup>nd</sup> day of April, A.D 2014.

READ a second time this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 2014.

READ a third and final time this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 2014.

SIGNED and PASSED this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 2014.

\_\_\_\_\_  
Mayor

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



## 2014 Property Tax Rate Bylaw Questions and Answers

---

### **What do we mean by “Tax Revenue Neutral”?**

Property taxes’ remaining tax revenue neutral simply means that the Municipality will collect the same tax revenue for the 2014 tax year as it did in the 2013 tax year on properties which existed in 2013. In reference to the recommended 2014 Tax Rate Bylaw, Residential, Other Residential and Non-Residential properties are recommended to remain tax revenue neutral. Assessed values in the Residential property tax class, as an example, experienced differing value changes due to market influences. Although the Municipality is collecting the same tax revenue in 2014 from all classes of properties “which existed in 2013”, there will be both tax increases and decreases within the property classes. The overall total tax revenue collected for all property classes will increase as a result of new properties (new construction) being taxed for the first time in the 2014 taxation year.

### **How do property taxes in Fort McMurray (Urban Service Area) compare to municipal Residential taxes in other urban centers with a population of 50,000 or greater?**

As of 2013 the Municipality has the 3<sup>rd</sup> highest residential property taxes in comparison to 9 Alberta urban centers with a population of 50,000 or greater when we were 3<sup>rd</sup> lowest in 2012. This is a direct result of the dramatic increase in Provincial School Taxes in 2013.

### **How do property taxes in Fort McMurray (Urban Service Area) compare to municipal Non-Residential taxes in other urban centers with a population of 50,000 or greater?**

As of 2013 the Municipality has the lowest Non-Residential property taxes in comparison to urban centers with a population of 50,000 or greater.

### **Has the Provincial Education Requisition levy (school taxes) changed?**

The 2014 Provincial Education property requisition and resulting school taxes for both Non-Residential and Residential properties has **increased**. For the typical single family home, the 2014 school tax increase is 27% which translates into a \$340 increase. In the past two years Provincial Education Taxes have increased by \$750 or 87% for the typical home.

### **Is the current property tax revenue enough to address future capital requirements?**

The municipality currently has a strong financial position. Additional funding may be required in the medium term for capital projects. Administration is currently evaluating optimal financing and will make recommendations to Council in due course.



**Subject: Subdivision Time Extension Request – Cliff Avenue  
(File Number 2011-SU-00002)****APPROVALS:**

Felice Mazzoni, Director  
Henry Hunter, Executive Director  
Marcel Ulliach, Interim Chief Administrative Officer

**Administrative Recommendation:**

THAT the application for Subdivision Time Extension for Lot 1-5, Block 13, Plan 3969ET be approved for one year until April 5, 2015.

**Summary:**

An application has been received to request a Subdivision Time Extension for Lot 1-5, Block 13, Plan 3969ET on Cliff Avenue.

While the Subdivision Authority Bylaw No 14/006, adopted on March 11, 2014 grants Administration the authority to make decisions on subdivision applications, the authority to grant a time extension on a subdivision approval is still vested with Council under Subsection 6 of Section 657 of the *Municipal Government Act*.

**Background:**

The subdivision application for the lands described as Lot 1-5, Block 13, Plan 3969ET on Cliff Avenue was approved by the Subdivision and Development Appeal Board on April 5, 2013 with 24 conditions. This approval granted permission to separate the consolidated title into 5 separate titles and was in effect until April 5, 2014. (Attachment 1).

**Rationale for Recommendation:**

The proposed application is consistent with the policies under the City Center Area Redevelopment Plan which mentions that the residential character will be retained although modest population and density increases will be encouraged through intensification. The applicant has been working with the Planning and Development Department to comply with all the conditions of approval and requires a subdivision time extension to allow for completion of the project.

Administration supports this extension and recommends that a time extension of one year be granted for this subdivision approval.

**Attachment:**

1. Subject Property Map





■ Subject Area

Lot 1 to Lot 5,  
Block 13, Plan 3969 ET



Map Produced by the  
Community Development Planning  
Branch on 4/14/2014



**Subject: 2014 – 2016 Fiscal Management Strategy****Audit and Budget Committee Recommendations:**

THAT the 2014-2016 Fiscal Management Strategy, dated May 13, 2014, be used as a guide for 2015 budget development; and

THAT Administration be authorized to revise the 2014-2016 Fiscal Management Strategy to reflect the taxation strategy modify the document to reflect the taxation strategy approved by Council through the 2014 Property Tax Rate Bylaw

**Summary:**

The 2014 –2016 Fiscal Management Strategy will continue to build on the Municipality's principles of predictability, stability and transparency in managing its financial resources and communicating with residents. The Strategy will guide property tax rates and assist in the development of Capital and Operating Budgets.

**Background:**

The 2014-2016 Fiscal Management Strategy was presented to the Audit and Budget Committee at their meeting on May 6, 2014. At that meeting the Audit and Budget Committee passed the following resolution:

“THAT the 2014-2016 Fiscal Management Strategy, dated May 6, 2014, be forwarded to Council for consideration as a guide for 2015 budget development to replace the 2013 - 2015 Fiscal Management Strategy.”

**Attachments:**

1. Audit and Budget Committee Report



**Subject: 2014 – 2016 Fiscal Management Strategy****APPROVALS:**

Kola Oladimeji, Director  
Elsie Hutton, Executive Director  
Glen Laubenstien, Chief Administrative Officer

**Administrative Recommendation:**

THAT the 2014 – 2016 Fiscal Management Strategy, dated May 6, 2014, be forwarded to Council for consideration as a guide for 2015 budget development to replace the 2013 – 2015 Fiscal Management Strategy.

**Summary:**

The 2014 –2016 Fiscal Management Strategy will continue to build on the Municipality's principles of predictability, stability and transparency in managing its financial resources and communicating with residents. The Strategy will guide property tax rates and assist in the development of Capital and Operating Budgets.

The 2014–2016 Fiscal Management Strategy will achieve the following:

- Continue with the property tax 'revenue neutral' plus construction growth philosophy in setting 2014 property tax rates;
- Assume property tax 'revenue neutral' plus construction growth philosophy for all property classes in preparing the 2015 – 2016 budgets and plans;
- Continue to maintain a minimum uncommitted balance of \$50M in the Emerging Issues; Reserve subject to a maximum of 15% of net property taxes revenue in prior year;
- Continue to maintain a minimum uncommitted balance in the Capital Infrastructure Reserve of \$50M;
- Maintain debt and debt service limits at 85% of *Municipal Government Act* limits per the Debt Management Policy;
- Review and phase in capital project delivery to match available funding sources;
- Continue to review the impact of the Municipal Corporate Utility to preserve existing debt capacity.

**Background:**

Administration has reviewed the impact of the approved 2014 Capital Budget on debt and debt service limits, Capital Infrastructure Reserve, Emerging Issues Reserve and property taxation assumptions. However, 2015 – 2019 Capital Plan require Council prioritization as part of 2015 Budget process. A forecast analysis of financial performance and position has also been completed as well as a review of the Municipality's Property Tax Revenue Risk Index. Two property tax scenarios were projected based on low and high risks and timing of projected assessment growth

differentiated the two scenarios. Both scenarios incorporated a revenue neutral plus construction growth approach.

Based on the results of the strategy, the Municipality would be in a position to meet debt management and fiscal reserve policy objectives by:

- Reviewing and phasing in capital project delivery in order to fund projects within existing funding available.
- Conducting a review of capital projects required within the capital plan to address the priority of the \$459M unfunded capital projects identified during 2014 capital budget development.
- Continuing to review the impact of the Municipal Corporate Utility to preserve existing debt capacity.

**Budget/Financial Implications:**

The budget assumptions identified will provide the initial basis for 2015 budget development. In the event funding sources are insufficient to meet anticipated future municipal expenditures, Administration will propose alternatives for Council approval.

Operating and Capital Funding requirements for the Regional Recreation Corporation are still being determined and may require an adjustment of the 2014 – 2016 Fiscal Management Strategy once the financial impact is available.

**Rationale for Recommendation:**

The 2014 - 2016 Fiscal Management Strategy will provide a sustainable financial process to meet the short and mid-term needs of the Municipality. It will align with the Municipal Development Plan and 2012 - 2016 Strategic Plan while reducing the likelihood of increases in property tax rates and user fees. It is felt that an extended phasing for capital initiatives be considered, wherever possible, as a solution to the current funding constraints on capital projects.

Administration supports the 2014 - 2016 Fiscal Management Strategy and recommends to Audit & Budget Committee for approval.

**Attachment:**

1. 2014 - 2016 Fiscal Management Strategy dated May 6, 2014 Vers. 1

# **Consolidation and Transformation of the Big Plans**

**Regional Municipality of Wood Buffalo  
2014-2016 Fiscal Management Strategy  
May 13, 2014**

Prepared by: Financial Planning Branch  
RMWB Financial Services Division

**TABLE OF CONTENTS**

<b>EXECUTIVE SUMMARY.....</b>	<b>3</b>
<b>ASSUMPTIONS AND ANALYSIS LIMITATIONS .....</b>	<b>4</b>
<b>REVENUE SUMMARIES .....</b>	<b>5</b>
<i>2014-2016 Revenue Strategy .....</i>	<i>8</i>
<i>Property Taxes .....</i>	<i>9</i>
<i>Sales to Other Governments .....</i>	<i>15</i>
<i>Sale of Goods &amp; Services .....</i>	<i>16</i>
<i>Other Revenue from Own Sources .....</i>	<i>17</i>
<i>Grants .....</i>	<i>18</i>
<i>Other Transfers .....</i>	<i>19</i>
<b>EXPENSE SUMMARIES .....</b>	<b>20</b>
<i>2014-2016 Expense Strategy .....</i>	<i>24</i>
<i>Salaries, Wages &amp; Benefits .....</i>	<i>25</i>
<i>Contracted &amp; General Services.....</i>	<i>26</i>
<i>Purchases from Other Governments .....</i>	<i>27</i>
<i>Materials, Goods, Supplies &amp; Utilities .....</i>	<i>28</i>
<i>Small Equipment &amp; Furnishings.....</i>	<i>29</i>
<i>Transfers &amp; Grants .....</i>	<i>30</i>
<i>Financial Services Charges .....</i>	<i>31</i>
<i>Other Expenses.....</i>	<i>32</i>
<b>DEBT AND DEBT SERVICE.....</b>	<b>33</b>
<i>Debt Strategy .....</i>	<i>33</i>
<i>Debt Limit .....</i>	<i>34</i>
<i>Debt Service Limit.....</i>	<i>35</i>
<b>FISCAL STABILITY RESERVES .....</b>	<b>36</b>
<i>General Reserve Strategy .....</i>	<i>36</i>
<i>Emerging Issues Reserve .....</i>	<i>37</i>
<i>Capital Infrastructure Reserve.....</i>	<i>38</i>
<b>INVESTMENTS .....</b>	<b>40</b>
<i>Investment Strategy.....</i>	<i>40</i>
<b>FINANCIAL CONDITION INDICATORS .....</b>	<b>43</b>
<i>Sustainability.....</i>	<i>43</i>
<i>Flexibility .....</i>	<i>44</i>
<i>Vulnerability.....</i>	<i>45</i>

## EXECUTIVE SUMMARY

The purpose of the Fiscal Management Strategy (FMS) is to provide a high-level financial overview of the Municipality's operating and capital needs and provide context for setting property tax rates, user fees and other Municipal service charges. As part of long term planning, the FMS is updated annually.

The FMS assumes two likely scenarios:

- **Property Tax Revenue Neutral Plus Construction Growth—“LOW RISK”:** *conservative* outlook on projected property assessment growth, supporting operating costs as approved in the 2014-2016 operating plan and the 2014-2019 capital budget and plan.
- **Property Tax Revenue Neutral Plus Construction Growth—“HIGH RISK”:** *optimistic* outlook on projected property assessment growth, supporting operating costs as approved in the 2014-2016 operating plan and the 2014-2019 capital budget and plan.

### What Does Tax Revenue Neutral Mean?

The property taxes remaining at neutral levels means that the Municipality will collect the same property tax revenue for the 2014 tax year as it did in the 2013 tax year on properties which existed in 2013. Tax rates are adjusted to collect the same tax revenue as in 2013, and growth (newly assessed property) is the only contributor to any increase in tax revenue.

In summary, the 2014-2016 FMS forecasts are as follows:

- Using the revenue neutral plus new construction growth assumption model, the Municipality will be able to meet its recurring operating expenses.
- In both Low Risk and High Risk scenarios, the Municipality will be able to maintain its \$50M minimum requirement for the Emerging Issues Reserve (EIR) and the Capital Infrastructure Reserve (CIR).
- There is \$459M of unfunded capital projects from 2015 to 2018, which will remain unfunded due to debt, reserve and grant limitations. A redistribution and reprioritization of financial resources would need to occur to fund these projects.
- Debt and debt service levels will be within Council's approved limit of 85% of *Municipal Government Act* (MGA) limits, in accordance with the Debt Management Policy FIN-120.
- Retain investment strategies being adopted by the Municipality in compliance with Investment Policy FIN-140.

- Transition to the Municipal Corporate Utility (MCU) is in progress and will need to be monitored and phased in, if necessary, to preserve existing debt capacity. The impact on revenue and expenses is included in 2015 and 2016 of the FMS.
- Funding requirements for the new Regional Recreation Corporation has not been quantified therefore the impact has not been reflected in the FMS.
- Exploration of Alternative Capital Financing (ACF) strategies will continue as a possible funding method for certain capital projects. Due to the varied arrangements, the capital and operational impacts of these potential private partnerships have not been quantified nor reflected in the FMS.

## ASSUMPTIONS AND ANALYSIS LIMITATION

In order to prepare accurate capital and operating budgets and other financial plans for Council's review, consistent assumptions are established to ensure comparability. Assumptions and constraints followed in constructing the report include:

- Property tax "revenue neutral plus new construction growth" is assumed with low risk / high risk scenarios.
- Low risk scenario assumed for property tax revenue.
- Debt and Debt Service limits are 85% of the MGA limit as approved by Council.
- The Municipality has \$634M of undrawn, committed debt as at December 31, 2013. In 2015, \$377M will be drawn, and thereafter debt will be drawn within three years of commitment or approval by Council, depending on the rate of construction. The draw downs on debt will be on an as-needed basis, in line with the cash flow requirements for capital projects.
- There will be an increase in debt service as result of the drawdown which will take place in 2015.
- Interest rate of 3.5% is assumed for future debt amortization.
- Changes to the current user fees are based on completion of the comprehensive user fees study, and will be brought to Council in Quarter 3 of 2014 for approval.

- Franchise fee and dividends from the MCU are part of the revenue in 2015 and 2016 financial plan. All expenses and revenues attributed to the MCU in 2015 and 2016 are excluded from the financial plan.

The analysis is restricted and guided by:

- *Municipal Government Act* RSA 2000 cM-26
- Municipal Development Plan 2011-2030
- 2012-2016 Strategic Plan
- Fiscal Responsibility Policy FIN-160
- Investment Policy FIN-140
- Approved 2014 operating and capital budgets
- 2015-2016 adjusted operating plan
- 2015-2019 Capital Plan
- Debt Management Policy FIN-120
- Alternative Capital Financing FIN-200

## REVENUE SUMMARIES

The Municipality has six major revenue categories:

- taxes
- sales to other governments
- sales of goods/services
- other revenue from own sources
- grants
- other transfers

The amended operating budget revenue for 2014 is \$764,001,015, which represents a 12.9% increase from the 2013 actual revenue. There is a \$57,615,360 net increase (8.2%) from the 2014 Operating Budget approved by Council on January 17, 2014, due to a 9.6% increase in property tax (result of growth in assessments).

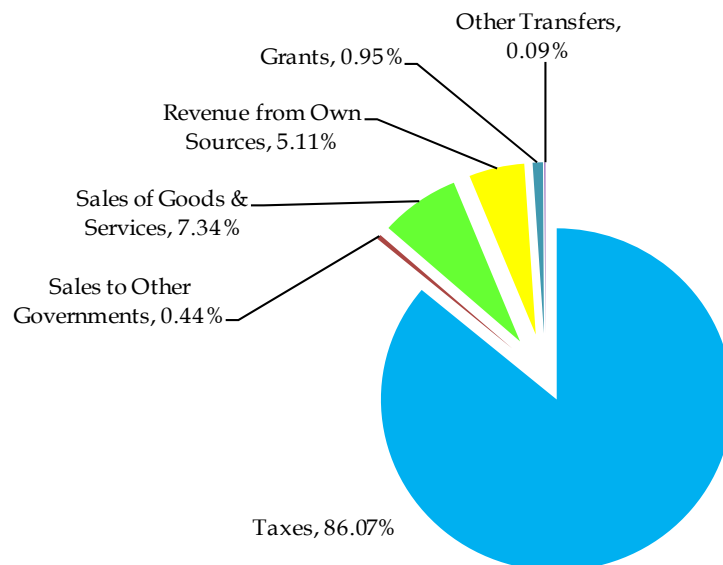
Local Improvement Plan (LIP) levies budgeted as part of Taxes includes \$418,100 each year for 2014, 2015 and 2016. The amended budget for 2014 includes \$57,615,360 increase in tax revenue based on the 2014 new construction growth. The FMS is prepared based on the assumption that the new tax revenue will be transferred to the Capital Infrastructure Reserve, as it has in prior years.

**Figure 1 2014 Amended Operating Budget Revenue Composition, \$764,001,015**

	2014 - Approved Budget	2014 - Amended Budget	Additional Revenue
Property Taxes *	599,949,700	657,565,060	57,615,360
Sales to Other Governments	3,370,300	3,370,300	-
Sales of Goods/Services	56,089,986	56,089,986	-
Other Revenue From Own Sources	39,055,406	39,055,406	-
Grants	7,234,263	7,234,263	-
Other Transfers	686,000	686,000	-
Total	\$ 706,385,655	\$ 764,001,015	\$ 57,615,360

\*includes Grants in Lieu of Taxes; net of provision for potential appeal losses

**Figure 2 2014 Amended Operating Budget Revenue Composition Chart, \$764,001,015**



**Figure 3 Revenue Trend Analysis 2012-2016**

	2012 - Actual (Audited)	2013 - Actual (Audited)	2014 - Amended Budget	2015 - Adjusted Financial Plan**	2016 - Adjusted Financial Plan**
<b>Revenue</b>					
Property Taxes *	495,526,167	548,213,399	657,565,060	680,820,414	692,307,136
Sales to Other Governments	5,341,330	2,960,403	3,370,300	3,370,300	3,370,300
Sales of Goods & Services	56,839,141	65,011,597	56,089,986	28,176,186	25,037,986
Other Revenue From Own Sources	44,070,581	42,628,786	39,055,406	48,116,470	53,680,335
Grants	12,957,476	14,938,974	7,234,263	7,054,263	6,868,863
Other Transfers	39,361,542	8,619,410	686,000	253,400	254,100
<b>Total</b>	<b>654,096,236</b>	<b>682,372,569</b>	<b>764,001,015</b>	<b>767,791,033</b>	<b>781,518,720</b>
Original Budget and Plan - Jan 17, 2014			706,385,655	735,376,119	752,035,484
<b>Additional Revenue</b>			<b>57,615,360</b>	<b>32,414,914</b>	<b>29,483,236</b>

\*includes Grants in Lieu of Taxes; net of provision for potential appeal losses

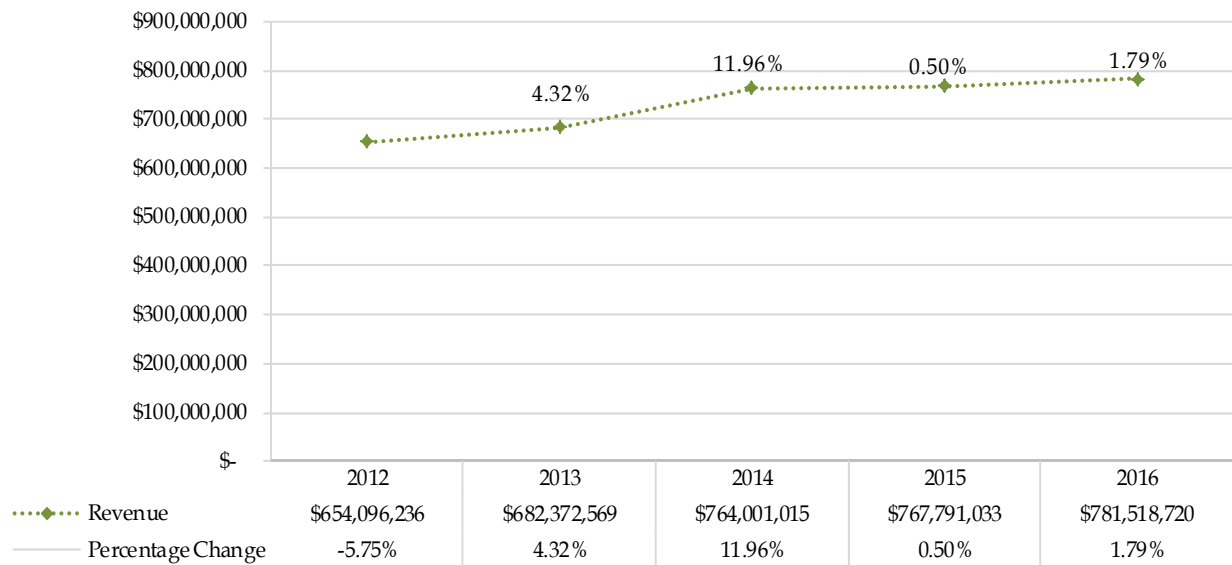
\*\*includes the proposed change in tax bylaws and MCU

Construction growth in the region has resulted in increased assessed values. Due to this growth, tax revenues will increase by approximately %57.6M (8.2%) from the 2014 approved budget. This construction growth that was assessed in 2014 will lead to an increase of tax revenue of \$51.1M (8.1%) in 2015 and \$45.9M (7.1%) in 2016. Note that in Figure 3, the 2015 and 2016 projected revenues are net of the MCU impact.

Other Transfers in 2012 were comparatively high, and include:

- \$15.5M transferred from capital projects that was deemed to be operating in nature
- \$10.4M developer contributions/offsite levies

Approximately \$28M and \$31M revenues attributable to the MCU for 2015 and 2016 are not included in revenues noted in Figure 3. The assumptions included were based on information provided in the initial business case to support the formation of the MCU presented in 2012. Any changes in the future versions of this business case will be incorporated into revised versions of the FMS.

**Figure 4 Revenue Profile 2012-2016**

Increased revenue forecasted for 2014-2016 is attributed to increased tax revenue due to new construction growth. Since Council approval of the 2014 operating budget in early 2014, property taxation revenue estimates for 2014-2016, based on tax revenue neutral plus new construction growth approach, have exceeded original projections.

## 2014-2016 REVENUE STRATEGY

Diverse revenue sources are adopted by the Municipality and appropriate recovery levels are established for municipal services. The level of community resources that is dedicated toward municipal services is directly related to the extent of benefit to the community and the Municipality's ability to pay.

Higher rates of cost recovery for certain services are achieved by charging fair market value for services when it is appropriate to do so and by using prudent cost control measures. User fees and charges are reviewed for the level of cost recovery and reasons for not recovering full costs are identified and explained. The Municipality relies on the user fees and charges recovered to offset some of the costs related to service delivery. However, the user fees policies recognize and seek to protect vulnerable segments of the population such as youth and seniors and make attempts to balance need for service with ability to pay.

The Municipality is finalizing a comprehensive user fee study. The recommended general strategy for user fees and charges is:

- Full cost recovery imposed to recover full cost of providing the service, good or access to amenity where it is determined that a service or good or access to an amenity provided by the Municipality provides a direct benefit to individuals, group of individuals or businesses.
- Partial cost recovery imposed where it is determined that a service or good or access to an amenity provided by the Municipality provides a direct benefit to individuals, groups of individuals or businesses but also results in benefits to the general public. Such will also be partially funded by means of a public subsidy from general property tax revenue.

The recommended property tax revenue strategy is:

- Establishment of tax rates that are governed by the three core principles of predictability, stability and transparency that is sustainable for the long term.
- Establishment of rates that contribute to the affordability of living and working in the Municipality while supporting long term infrastructure needs.

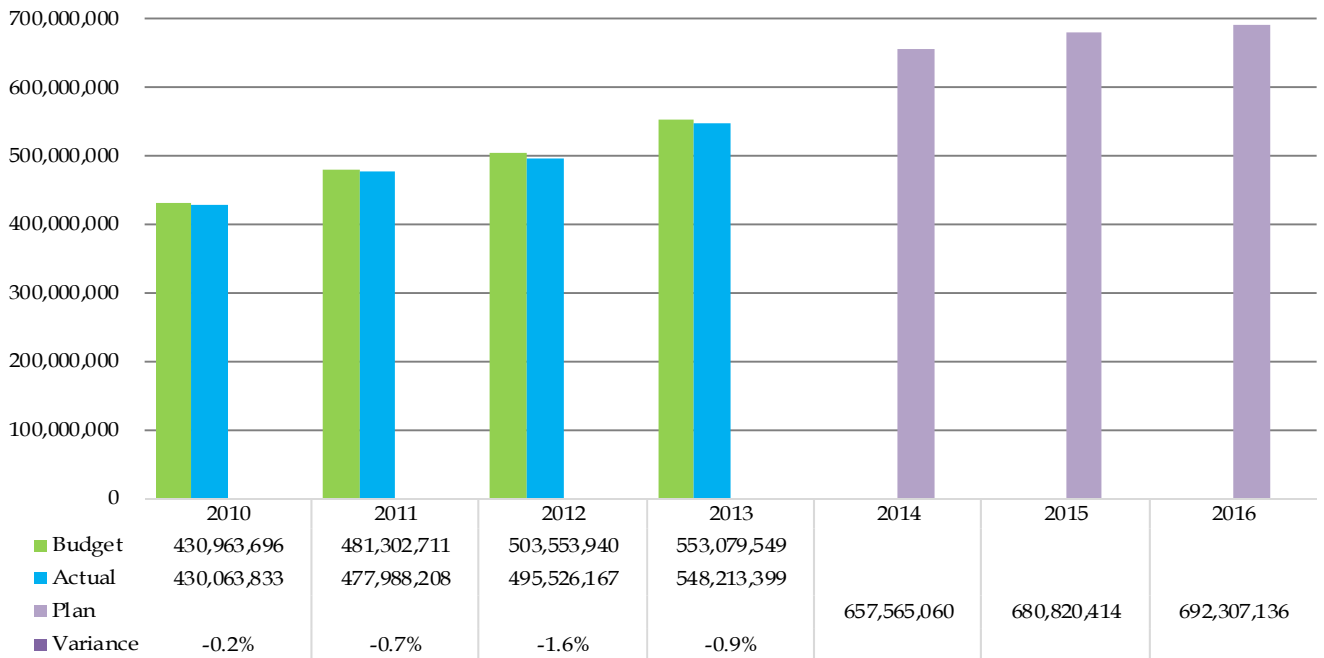
## **PROPERTY TAXES**

In 2014, property taxes are projected to be 86.1% of revenue for the Municipality. A fraction (0.1%) of this is from the rural residential class, 2.0% from urban non-residential, 5.3% from urban residential, and 92.3% from rural non-residential. The category also includes grants in lieu of taxes, approximately 0.3%.

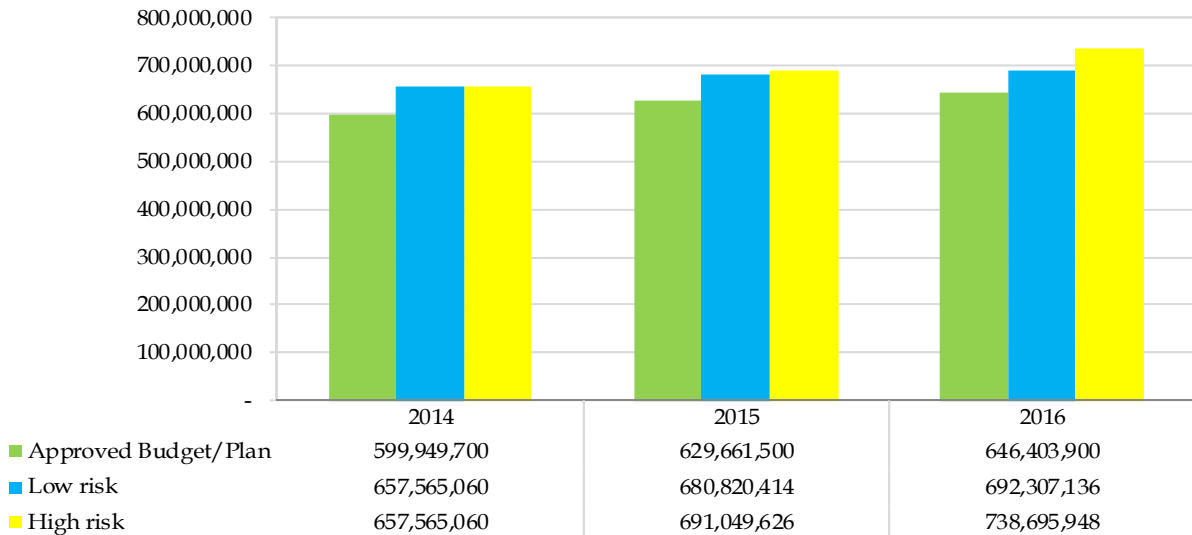
For the past five years, the unfavorable variances between the actual and budget are due to a provision for the potential impact of assessment appeals which are at various stages of the appeal process. To further mitigate the impact from 2014-2016, the provision for potential appeal losses has increased from 2% to 3% of total property tax revenue. The increase in the provision reflects the unique assessment environment in the Municipality and the risks associated with it. As a result of this provision, the variance between the actual and budgeted property tax revenue is insignificant, supporting a conservative budget approach.

The increase in property tax revenue is primarily due to an increase in new construction growth, and not due to increases in property tax rates or market value increases. The Municipality maintains competitive property tax rates in the residential class compared to other municipalities.

**Figure 5 Property Taxes 2010-2016**



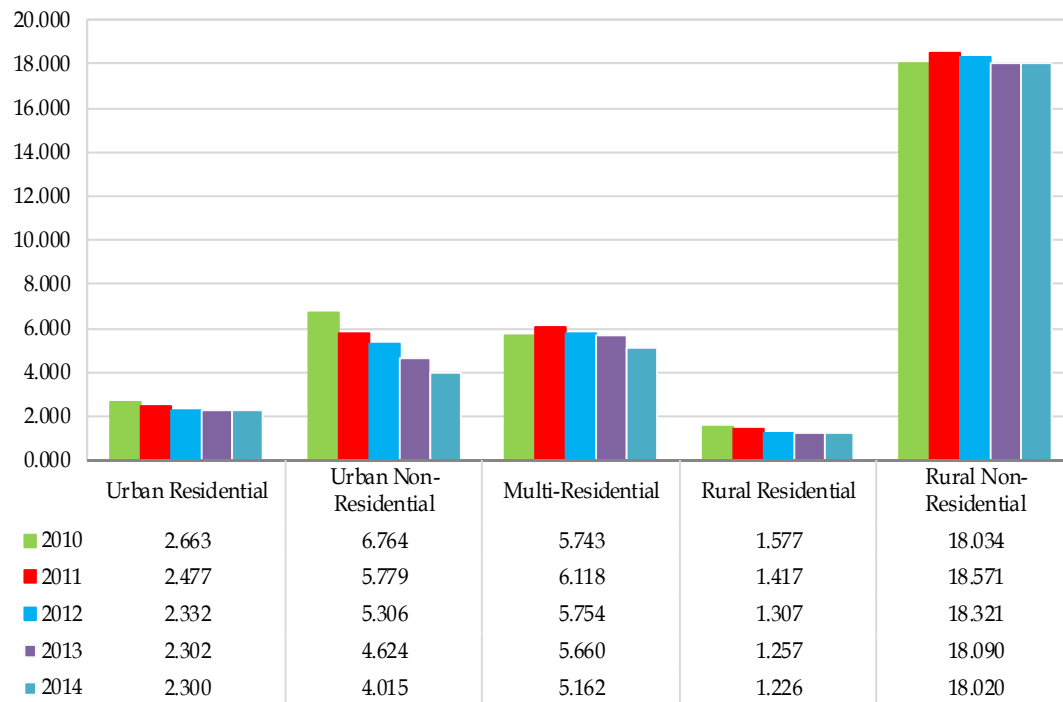
**Figure 6 Property Tax Revenue Projections 2014-2016**



The 2014-2016 property tax revenues presented in Figure 6 are different from the approved 2014 budget and 2015-2016 financial plan based on revised estimates considering additional revenue from growth arising from the low risk scenario. Figure 6 includes LIP levies, budgeted as \$418,100 for 2014 through 2016, and provision for estimated assessment appeal losses of about \$19.9M in 2014, \$20.6M in 2015 and \$21M in 2016.

It is assumed that the tax revenue projections are the same under the low risk and high risk for 2014 because the tax philosophy followed only offers the low risk and high risk scenarios for future budget years and not the current year.

**Figure 7 Municipal Property Tax Rates 2010-2014**



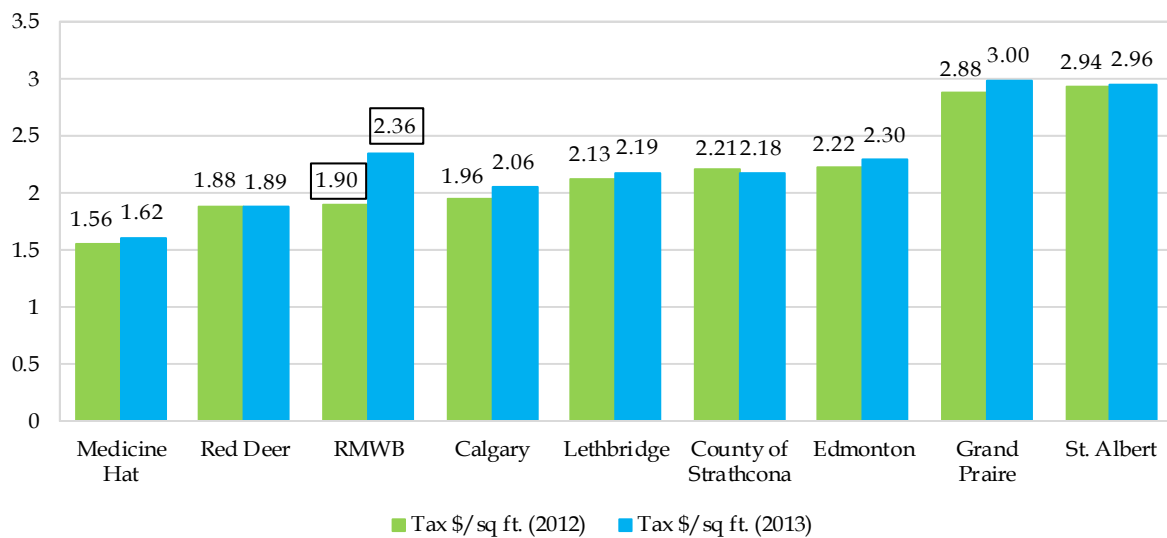
Tax rate facts in the Municipality:

- Tax rates are levied per \$1,000 of assessed value.
- Urban residential property tax rates have decreased by 13.6% from 2.66 in 2010 to 2.30 in 2014.
- Urban non-residential rates have decreased by 40.6% from 6.76 in 2010 to 4.01 in 2014.
- Multi-residential rates decreased by 10.1% from 5.74 in 2010 to 5.16 in 2014.
- Rural-residential represents the least amount of property tax revenue. The tax rates have decreased by 22.3% from 1.58 in 2010, to 1.23 in 2013.

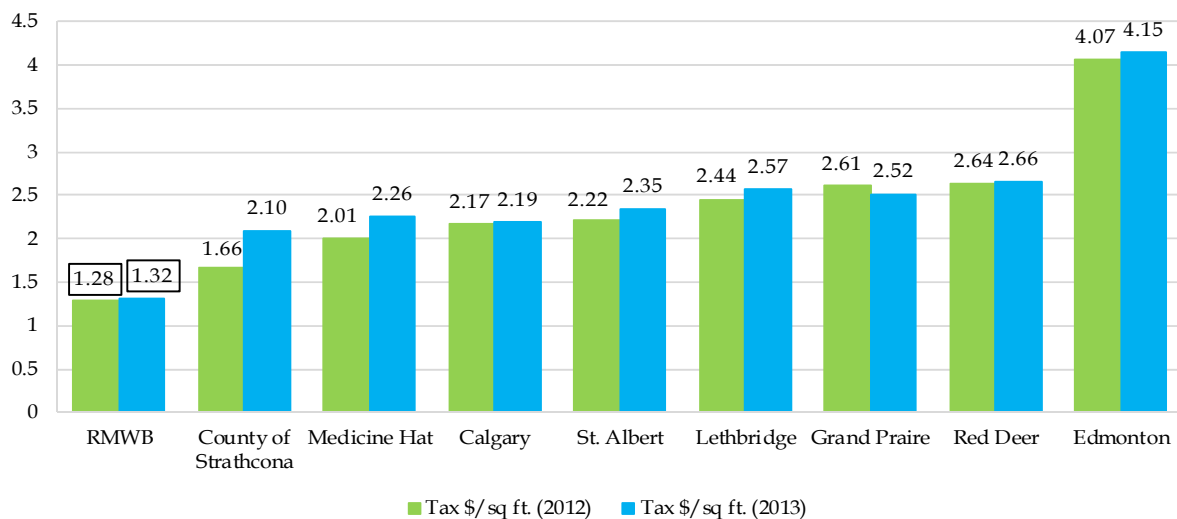
- Rural non-residential property rate class generates the highest tax revenue. The property tax rates in this category have decreased by 0.1% from 18.03 in 2010 to 18.02 in 2014.

The Municipality's non-residential and residential property tax cost per square foot in 2013 were competitive compared to other municipalities in the province. Figures 8 and 9 compare the Municipality's tax cost for urban residential and non-residential per square foot.

**Figure 8 Urban Residential Property Tax Cost Comparison per Square Foot 2012-2013<sup>1</sup>**



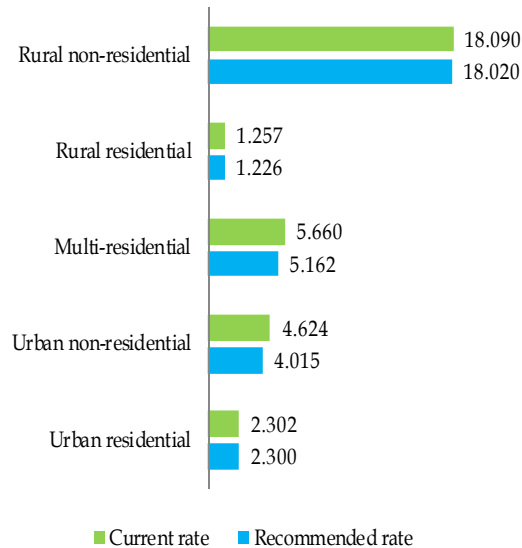
**Figure 9 Urban Non-Residential Property Tax Cost Comparison per Square Foot, 2012-2013**



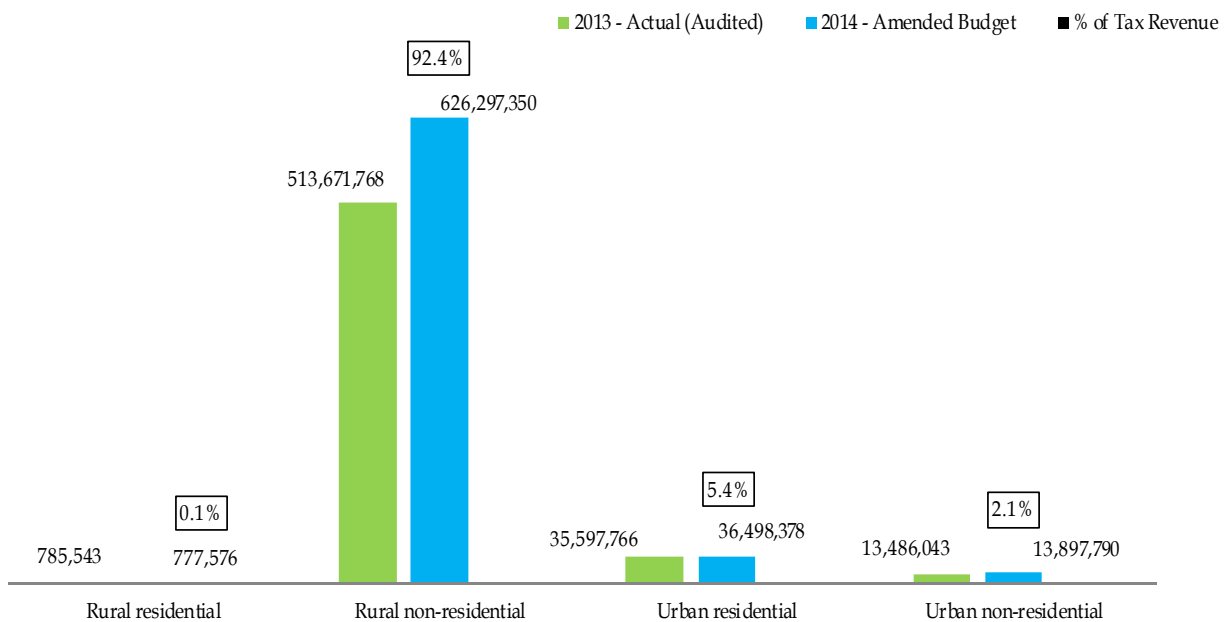
<sup>1</sup> Source: Primary research conducted by Assessment & Taxation Department, Regional Municipality of Wood Buffalo

To remain revenue neutral, the property tax rates often need to change. For the 2014 amended budget, the recommended property tax rates and tax revenue distributions are shown in Figures 10 and 11.

**Figure 10 Municipal Property Tax Rates 2014**



**Figure 11 Property Tax Revenue Contribution by Source 2013-2014**



The estimated unadjusted property tax revenue (gross) for 2014 is projected to be approximately \$677.5M based on the revenue neutral assumption. In projecting property tax revenue, two scenarios are assumed: *low risk* and *high risk*.

**Figure 12 Unadjusted Property Tax Revenue Projection 2014-2016 (Gross Revenue)**

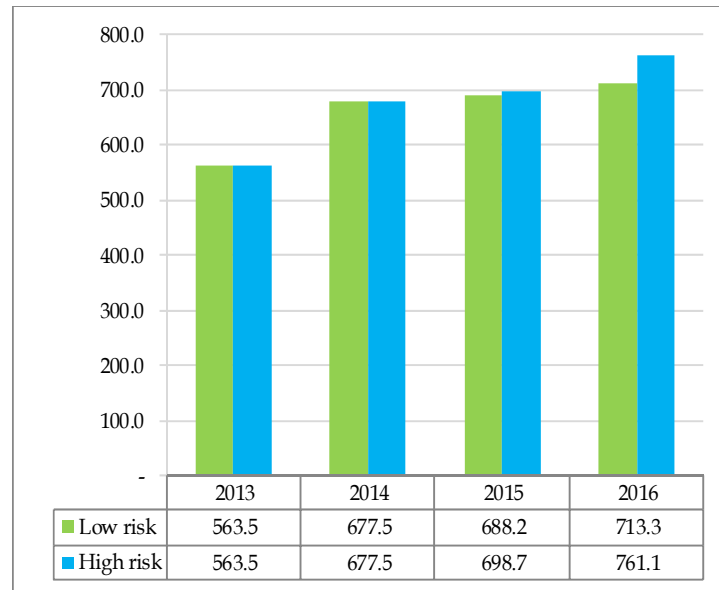


Figure 12 does not include Local Improvement Plan (LIP) levies budgeted as \$418,100 for 2014 to 2016 and allocation for potential appeal losses of \$ \$20.3M in 2014, \$21.0M in 2015 and \$21.4M in 2016.

Movement from year to year represents tax revenue estimates using projected property assessment growth conservative outlook (low risk) and an optimistic outlook (high risk).

### Property Tax Strategy

The Municipality's taxation strategy is guided by the underlying principles of predictability, stability and transparency.

The taxation strategy seeks to achieve:

- **The Urban Residential Taxation Class:** this class will have one of the lowest total tax burdens per square foot as compared to major Alberta cities.
- **The Rural Residential Taxation Class:** this class will have an equal or lower tax burden per square foot as Urban Residential Taxation Class.

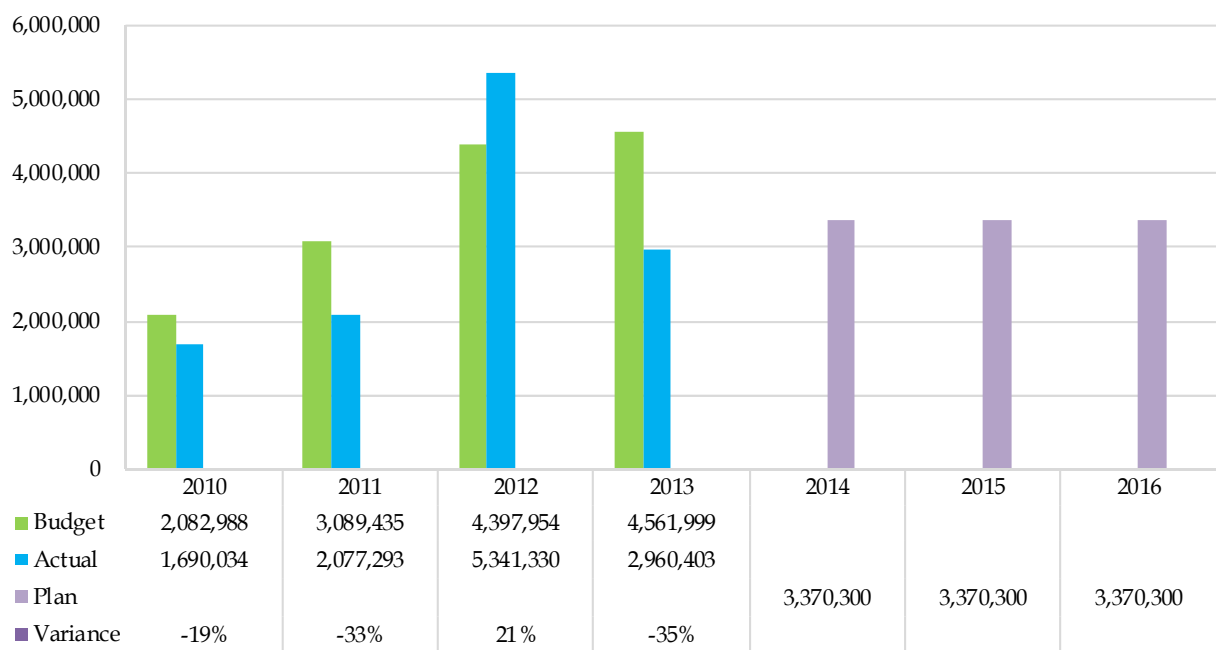
- **The Urban Non-Residential Taxation Class:** this class will have one of the lowest total tax burdens per square foot as compared to major Alberta cities.
- **Rural Non-Residential Taxation Class:** this class will have a tax burden that allows the Municipality to maintain a revenue neutral methodology as a result of growth in assessment.

The property taxation strategy contributes to the affordability of living and working in the region while supporting long term capital infrastructure needs. The strategy also takes into account the growth facing the region and the underlying growth drivers.

## SALES TO OTHER GOVERNMENTS

This category includes revenue arising from transactions between the Municipality and other public entities such as Aboriginal Affairs and Northern Development Canada (AANDC).

**Figure 13 Sales to Other Governments 2010-2016**

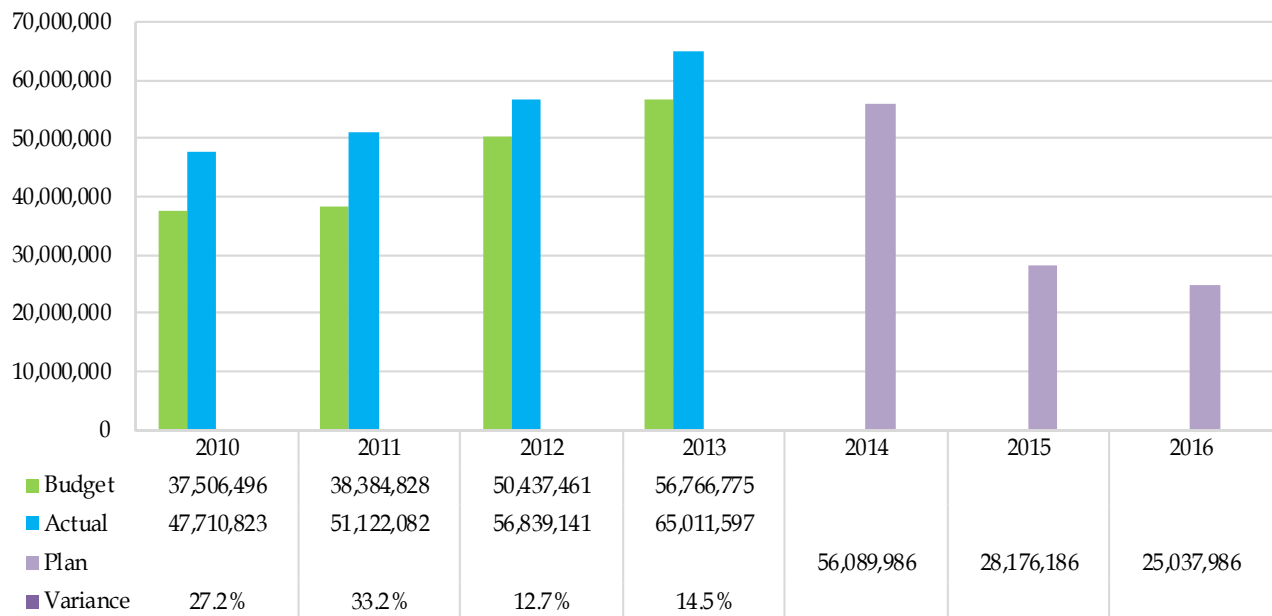


In the 2014 approved budget, proposed revenue generated from sale of goods & services to other governments is \$3.37M. It is expected that the Municipality will maintain 2014 revenue levels in 2015 and 2016.

## SALE OF GOODS & SERVICES

Sale of goods & services is a category that includes various items such as revenue from utility rates, ambulance fees, community program and facility fees.

**Figure 14 Sales of Goods & Services 2010-2016**



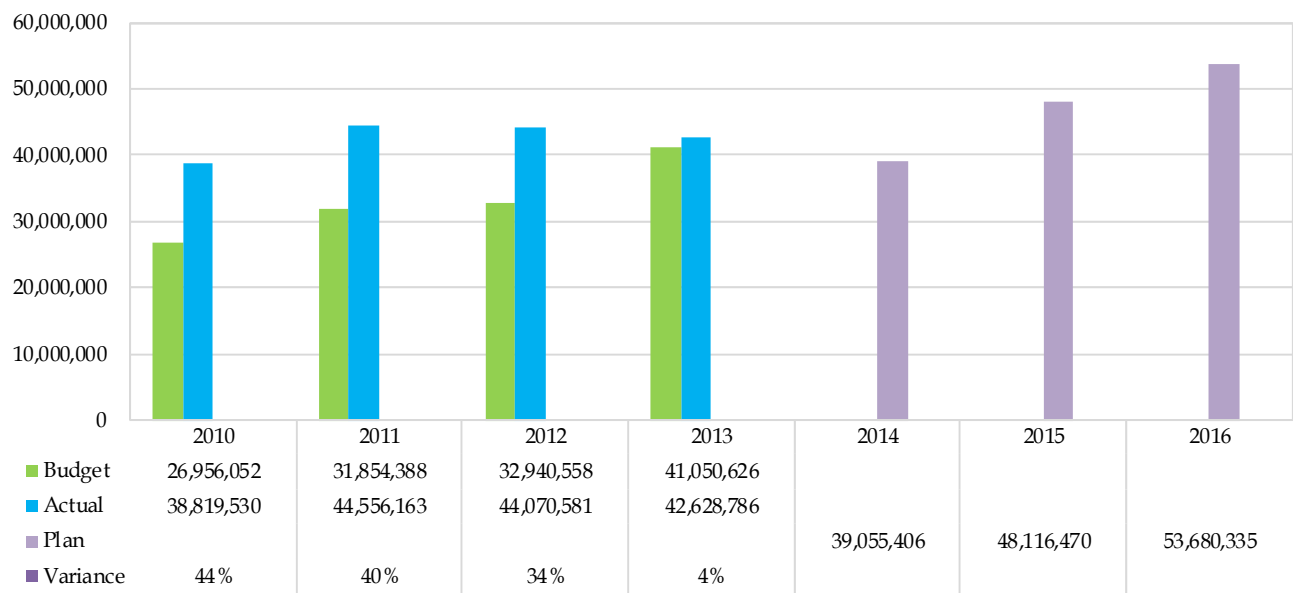
Actual revenue from the sale of goods & services has increased in the past four years and is attributed to increase in volume rather than increase in charges and rates. The decline in 2014 is attributed mainly to transit fares, which are now collected by the service provider.

Approximately \$28M and \$31M revenues attributable to the MCU for 2015 and 2016 are not included in revenues outlined in Figure 14, per the business case to support formation of the utility.

## OTHER REVENUE FROM OWN SOURCES

This category includes revenue from permits, fines & penalties, franchise fees and interest from investments. The revenue from this category is approximately \$39M—about 5% of the total 2014 amended revenue budget—the major contributors to this category being revenue from building permits and investment income. The revenue from own sources have consistently exceeded budget expectations in the past.

**Figure 15 Other Revenue from Own Sources 2010-2016**

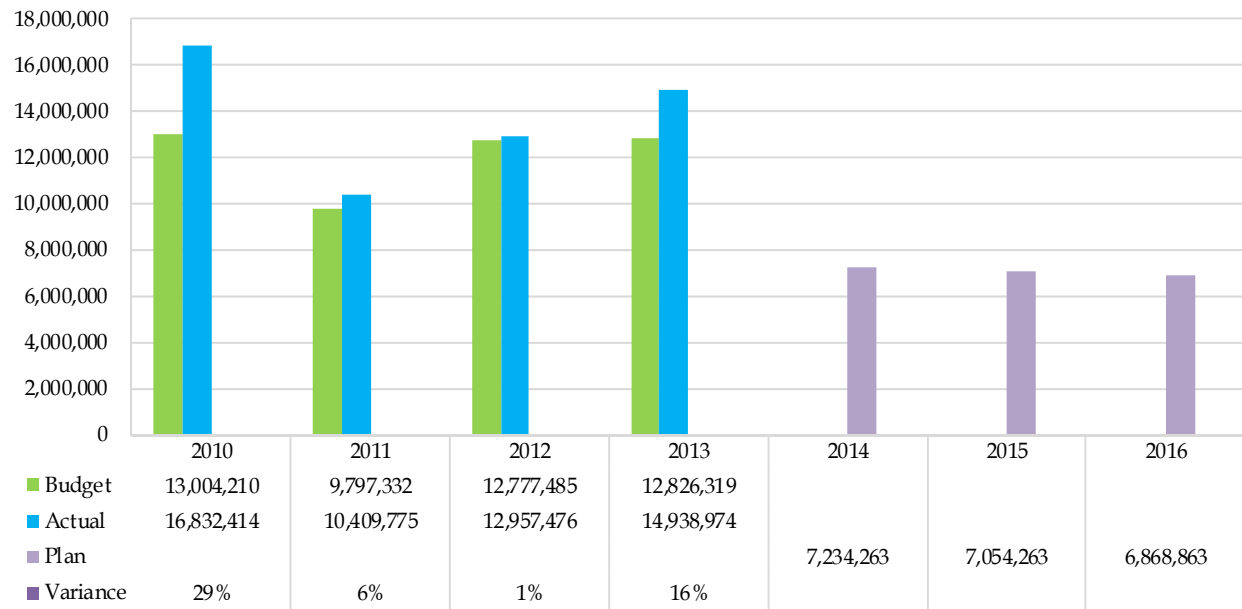


Dividend and franchise fees from the MCU of approximately \$9M for 2015 and \$14M for 2016 have been included as part of revenues in Figure 15, as outlined in the business case to support formation of the utility.

## GRANTS

Grants include both conditional and unconditional funds secured from federal and provincial government such as the Royal Canadian Mounted Police (RCMP) Grant. Budget variances in this category signify the excess funding received over the budgeted amounts.

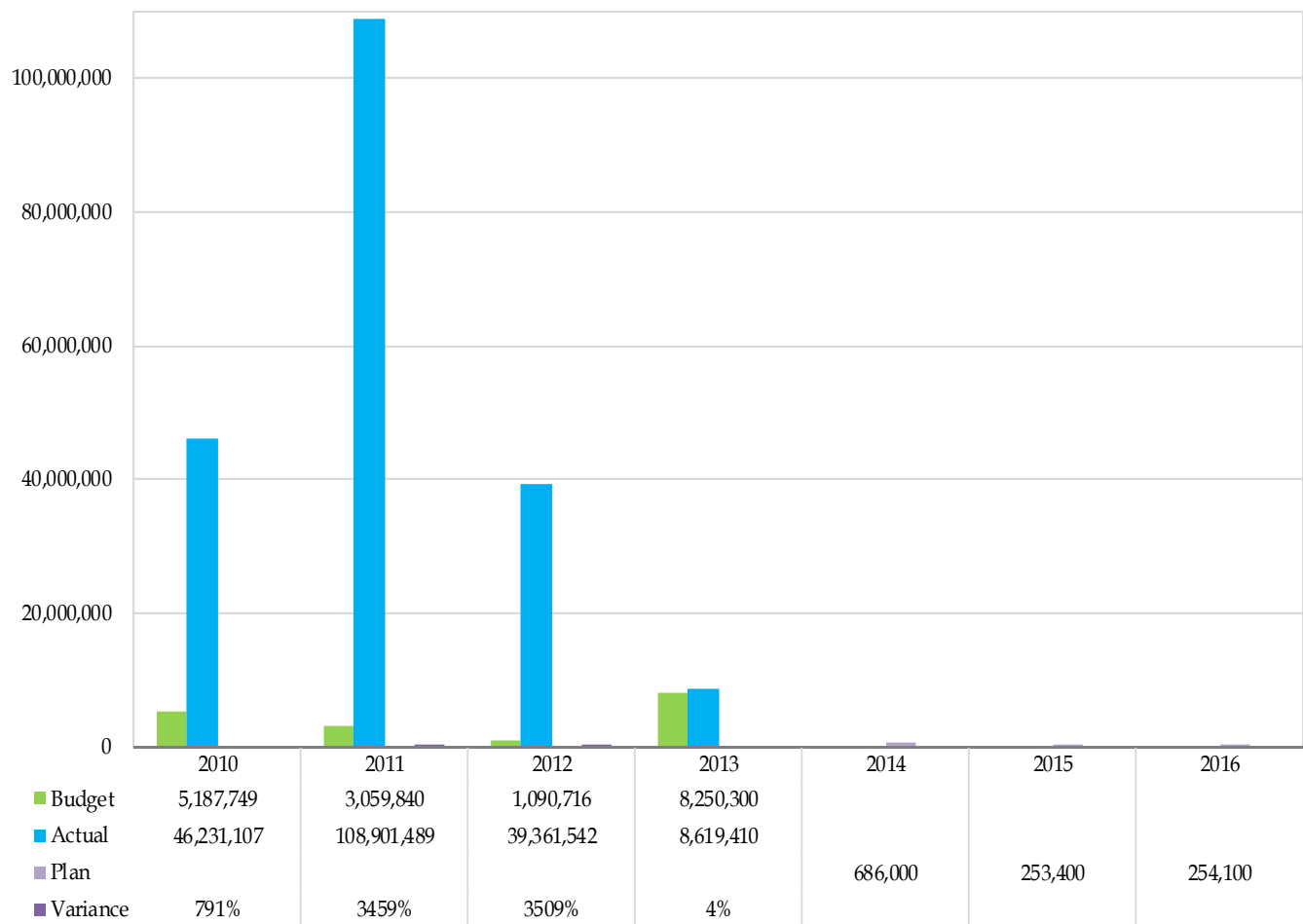
**Figure 16 Grants 2010-2016**



## OTHER TRANSFERS

The two main revenue items that are recorded in this category are internal charge allocations and transfers from reserves. The 2011 variance is largely comprised of the \$95M transfer from the EIR, which was due to prior year surpluses that accumulated in the EIR balance. The rest of the variances are due to transfer of amounts deemed to be operating in nature transferred from approved capital project budgets. Planned balances in 2014-2016 are transfers from the Photo Radar Enforcement Program. Net revenue from the Photo Radar Enforcement Program are held in the Community Initiatives Reserve and then allocated to preventive programs and community grants. Other components of the variances are transfer from reserves to offset program costs.

**Figure 17 Other Transfers 2010-2016**



## EXPENSE SUMMARIES

The Municipality has eight expense categories:

- salaries, wages & benefits
- contracted & general services
- purchases from other governments
- materials/goods/supplies & utilities
- small equipment & furnishings
- transfers & grants
- financial service charges
- other expenses

The 2014 amended budget increased due to increased costs for maintaining current level of services provided to the region, growth and delivery of new services.

**Figure 18 2014 Amended Operating Budget Expense Composition, \$486,288,503**

	2014 - Approved Budget	2014 - Amended Budget	Variances
<b>Expenses</b>			
Salaries, Wages & Benefits	201,228,500	201,228,500	-
Contracted & General Services	151,113,397	151,113,397	-
Purchases From Other Governments	24,735,500	24,735,500	-
Materials, Goods, Supplies & Utilities	32,490,600	32,490,600	-
Small Equipment & Furnishings	5,069,900	5,069,900	-
Transfers & Grants	39,363,706	39,363,706	0
Financial Services Charges	31,428,400	31,428,400	-
Other Expenditures	858,500	858,500	-
Sub-Total	\$ 486,288,503	\$ 486,288,503	-
Transfer to Reserve	220,097,152	277,712,512	57,615,360

**Figure 19 2014 Amended Operating Budget Expense Composition Chart, \$486,288,503**

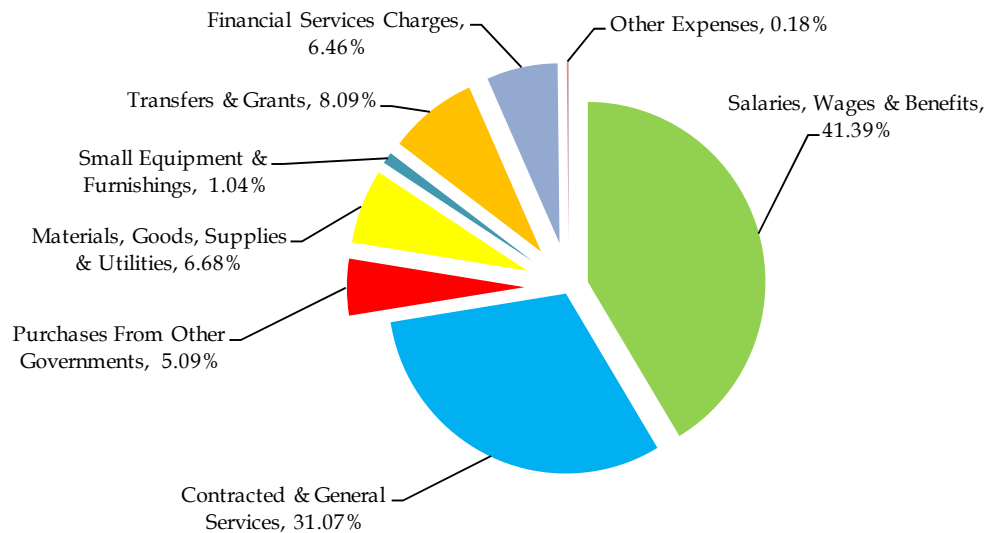


Figure 20 shows the expense trend from 2012-2016. The increases are largely due to salaries, wages and benefit increases, as well as costs incurred for providing additional contracted services.

Approximately \$67M in 2015 and \$68M in 2016 expense amounts in various categories attributable to the MCU are not included in expenses in Figures 18 and 19. However, the service fees of \$39M in 2015 and \$40M in 2016 have been included, thereby incorporating assumptions from the business case to support the formation of the MCU.

Additional debt service amounts of approximately \$45.3M in 2015 and \$46.2M in 2016 have been included.

Figure 20 Expense Trend Analysis 2012-2016

	2012 - Actual (Audited)	2013 - Actual (Audited)	2014 - Amended Budget*	2015 - Adjusted Financial Plan**	2016 - Adjusted Financial Plan**
<b>Expenses</b>					
Salaries, Wages & Benefits	163,243,798	178,487,423	201,228,500	175,200,833	175,515,133
Contracted & General Services	125,815,581	129,111,390	151,113,397	173,043,977	176,910,686
Purchases From Other Governments	22,922,173	22,877,551	24,735,500	25,743,000	26,489,880
Materials, Goods, Supplies & Utilities	26,986,073	28,147,658	32,490,600	18,078,224	18,433,140
Small Equipment & Furnishings	4,720,086	3,823,437	5,069,900	2,382,854	2,418,154
Transfers & Grants	44,354,310	48,637,443	39,363,706	39,251,603	39,262,138
Financial Services Charges	33,461,068	32,275,279	31,428,400	75,881,324	75,960,055
Other Expenses	1,516,992	13,421,894	858,500	869,500	867,902
Total Expenses	423,020,081	456,782,075	486,288,503	510,451,315	515,857,088
Original Budget and Plan - Jan 17, 2014			486,288,503	494,150,517	498,116,576
<b>Increased Expenses</b>			0	16,300,798	17,740,512
Original Transfer to Reserves - January 17, 2014	231,076,155	225,590,494	220,097,152	241,225,602	253,918,908
Amended Transfer to Reserves			277,712,512	292,384,516	299,822,144
<b>Additional Transfer to Reserve</b>			57,615,360	51,158,914	45,903,236
<b>Total change from original budget and plan</b>			57,615,360	67,459,713	63,643,748

\*Incorporates the proposed change in the property tax bylaw.

\*\*includes the proposed change in MCU and Financial Service Charges

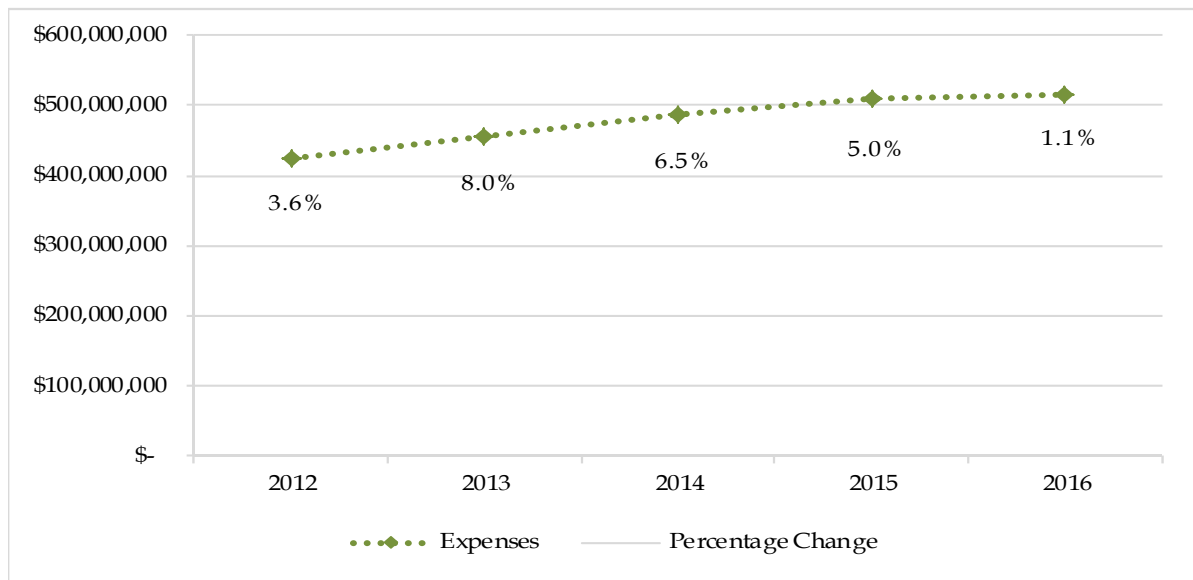
Figure 20 displays a net increase in expenses in 2015 and 2016 since the approval of the financial plan on January 17, 2014. The expenses related to the MCU have been removed from the financial plan, but the service fee has been added to the contracted and general services category. The Financial Services Charges has also increased because of the projected increase in drawdown of debt. Figures 21 and 22 provide more details of these variances.

**Figure 21 2015 Amended Operating Budget Expense Composition**

	2015 - Approved Plan	2015 - Adjusted Plan		Variances
<b>Expenses</b>				
Salaries, Wages & Benefits	206,766,633	175,200,833	-	31,565,800
Contracted & General Services	152,415,420	173,043,977		20,628,557
Purchases from Government	25,743,000	25,743,000		-
Materials, Goods, Supplies & Utilities	33,020,323	18,078,224	-	14,942,099
Small Equipment & Furnishings	4,868,594	2,382,854	-	2,485,740
Transfers & Grants	39,251,603	39,251,603		-
Financial Services Charges	31,215,444	75,881,324		44,665,880
Other Expenses	869,500	869,500		-
Subtotal	494,150,517	510,451,315		16,300,798
Transfer to Reserve	241,225,602	292,384,516		51,158,914
Total	735,376,119	802,835,832		67,459,713

**Figure 22 2016 Amended Operating Budget Expense Composition**

	2016 - Approved Plan	2016 - Adjusted Plan		Variances
<b>Expenses</b>				
Salaries, Wages & Benefits	207,080,933	175,515,133	-	31,565,800
Contracted & General Services	155,332,558	176,910,686		21,578,128
Purchases from Government	26,489,880	26,489,880		-
Materials, Goods, Supplies & Utilities	33,746,365	18,433,140	-	15,313,225
Small Equipment & Furnishings	4,953,608	2,418,155	-	2,535,454
Transfers & Grants	39,262,138	39,262,138		-
Financial Services Charges	30,383,192	75,960,054		45,576,862
Other Expenses	867,902	867,902		-
Subtotal	498,116,576	515,857,087		17,740,511
Transfer to Reserve	253,918,908	299,822,144		45,903,236
Total	752,035,484	815,679,231		63,643,748

**Figure 23 Expense Profile 2012-2016**

## 2014-2016 EXPENSE STRATEGY

Monthly, quarterly and annual financial reports are prepared to compare the actual revenues and expenses to budgeted amounts. These reports are distributed to management for review.

Budgets must be in place for all expenses for both operating and capital costs. An expenditure may be made for an emergency that was not contemplated in the financial plan but the plan is amended, as soon as practical, to include the expense and the funding source.

Any unbudgeted expenses are approved by Council, while any reallocation of the approved budget can be approved by administration, in accordance with Fiscal Policy Fin-160.

For the preparation of the FMS, certain expense assumptions have been made:

- Undrawn debt of \$377M at the end of 2013 will be drawn at the beginning of 2015 and thereafter all debt is drawn three years after commitment or approval.
- An interest rate of 3.5% has been assumed for future debt draws.

Salaries, wages and benefits usually account for about 41% of the Municipality's total approved operating budget. There is a labour agreement in place with the Canadian Union of Public Employees (CUPE) to the end of 2018, and negotiations are in process with the International Association of Fire Fighters (IAFF). Conservative increases are included in this category, subject to change based on the outcome of ongoing negotiations.

Exempt staff increases are based on annual performance reviews and market rate increases. Vacant positions are partially funded based on estimated hiring dates.

The Municipal debt strategy is:

- Debt limit is not to exceed 85% of the debt limit per Municipal Government Act and regulations.
- Debt service is not to exceed 85% of the debt service limit per Municipal Government Act and regulations.

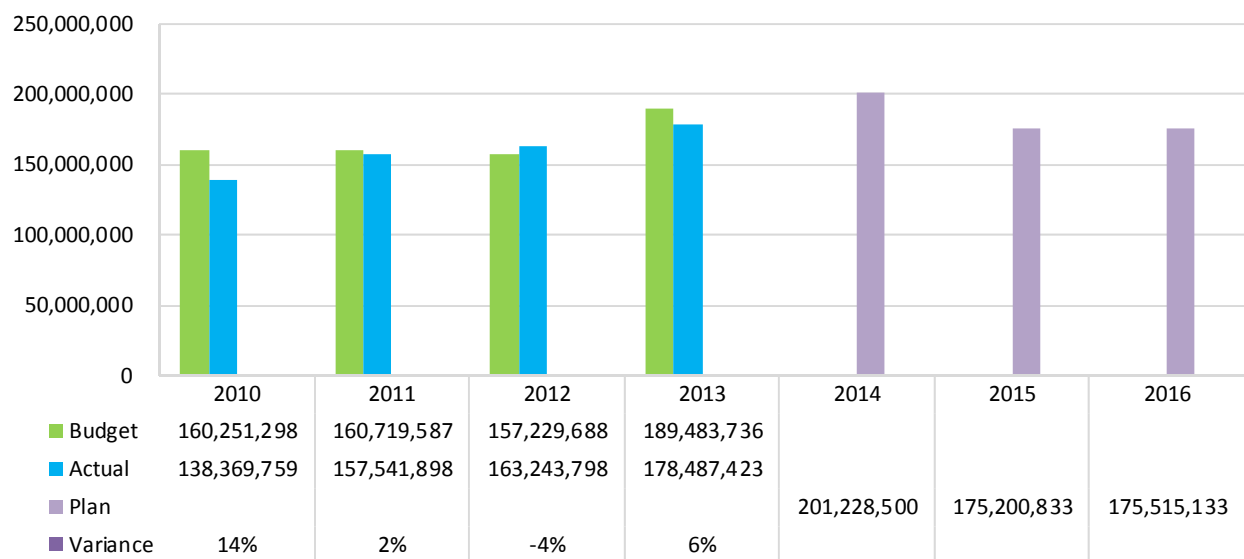
## SALARIES, WAGES & BENEFITS

Salaries, wages & benefits account for about 41.4% of the 2014 approved operating budget totaling \$201M. The budget has increased by 13% from the previous year actual, due to:

- Increase in salaries for the existing employees as per the union agreements.
- While the Municipality still faces difficulty filling some positions, recruitment efforts in the past two years have resulted in filling most of the vacancies.

The \$31.6M decreases in both 2015 and 2016 in this category are a result of the formation of the MCU, as shown in Figure 24.

**Figure 24** Salaries, Wages & Benefits 2010-2016

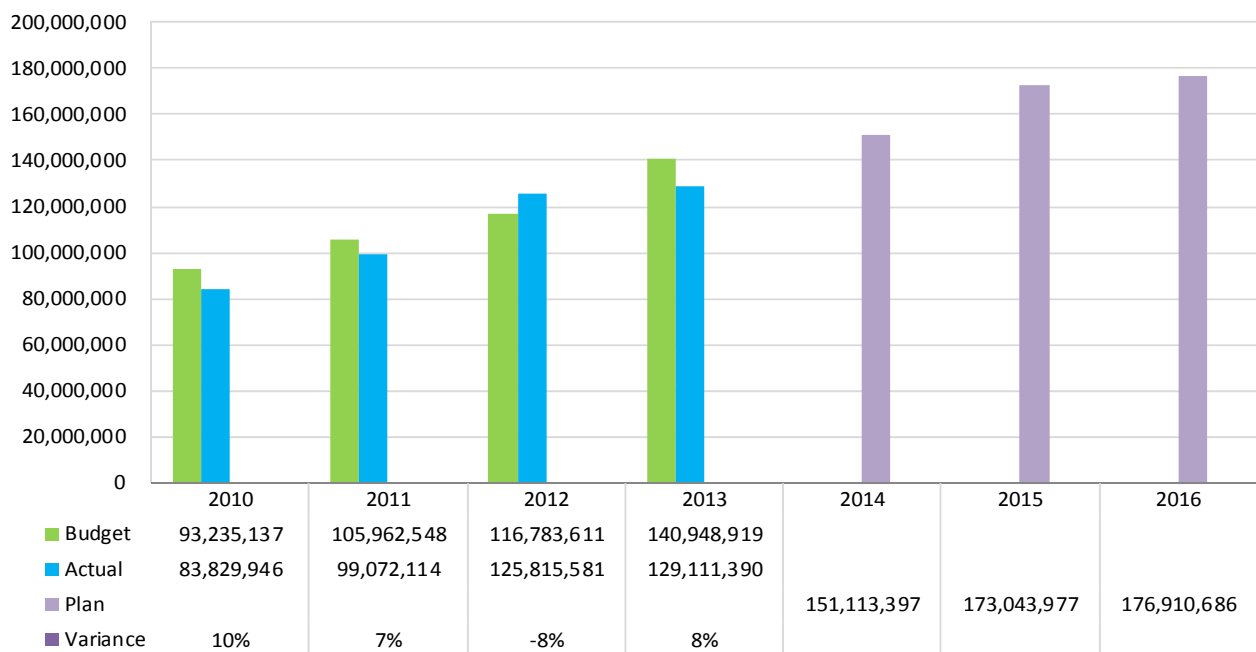


The variances between budget and actual salaries, wages and benefits each year are primarily due to estimates for vacant positions: these are difficult to project, are dependent on the rate at which vacancies are filled, and are driven by the labour market.

## CONTRACTED & GENERAL SERVICES

Contracted & general services consist of various expense categories including recruitment, training, travel, telephones & internet, professional services, legal costs and other minor expense categories.

**Figure 25 Contracted & General Services 2010-2016**



This expense category is influenced by operating projects and changes in pricing of ongoing operations. The contracted & general services cost increased about 17% from last year actuals, due to factors such as additional professional services and an increase in transit contract costs.

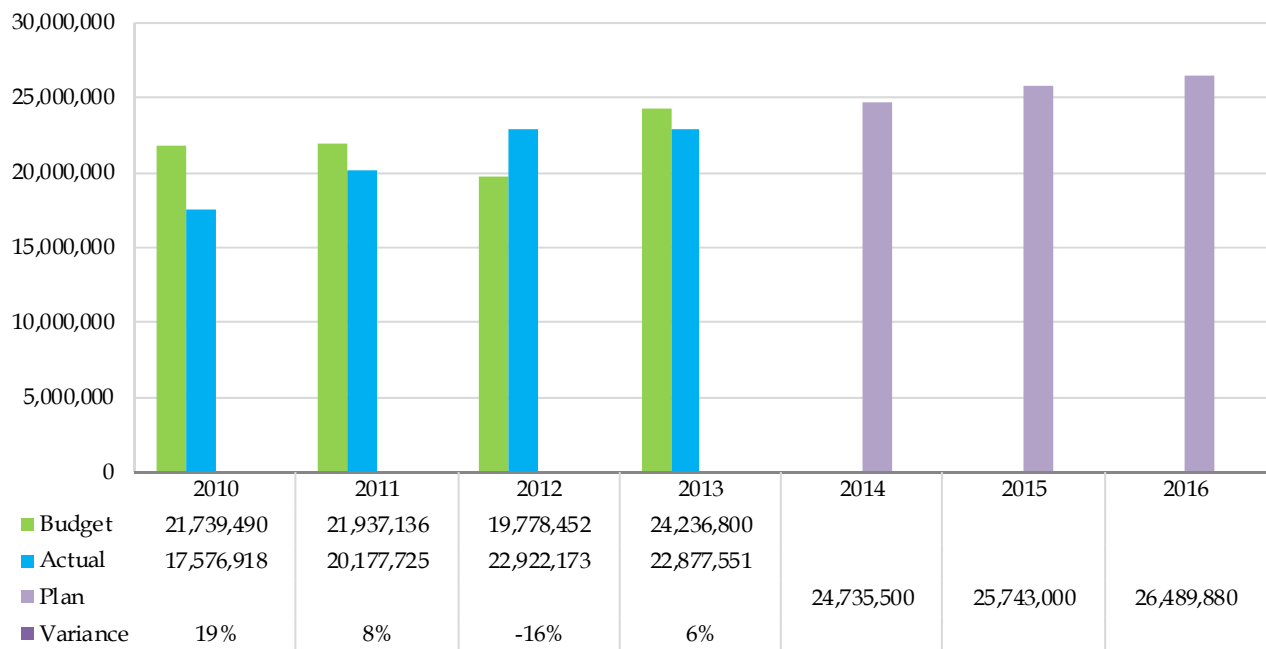
The financial plan shows an increase in contracted and general services for 2015 and 2016: this is the net result of removing the costs related to the MCU and adding in the service fee that will be paid for those services, the net impact of \$20.6M in 2015 and \$21.6M in 2016.

## PURCHASES FROM OTHER GOVERNMENTS

Purchases from other governments include transactions between other municipalities and other public agencies. A significant portion of these costs are related to RCMP contracts.

Purchases from other governments represent 5% of the 2014 approved budget and are expected to remain relatively flat over the next few years.

**Figure 26** Purchases from Other Governments 2010-2016

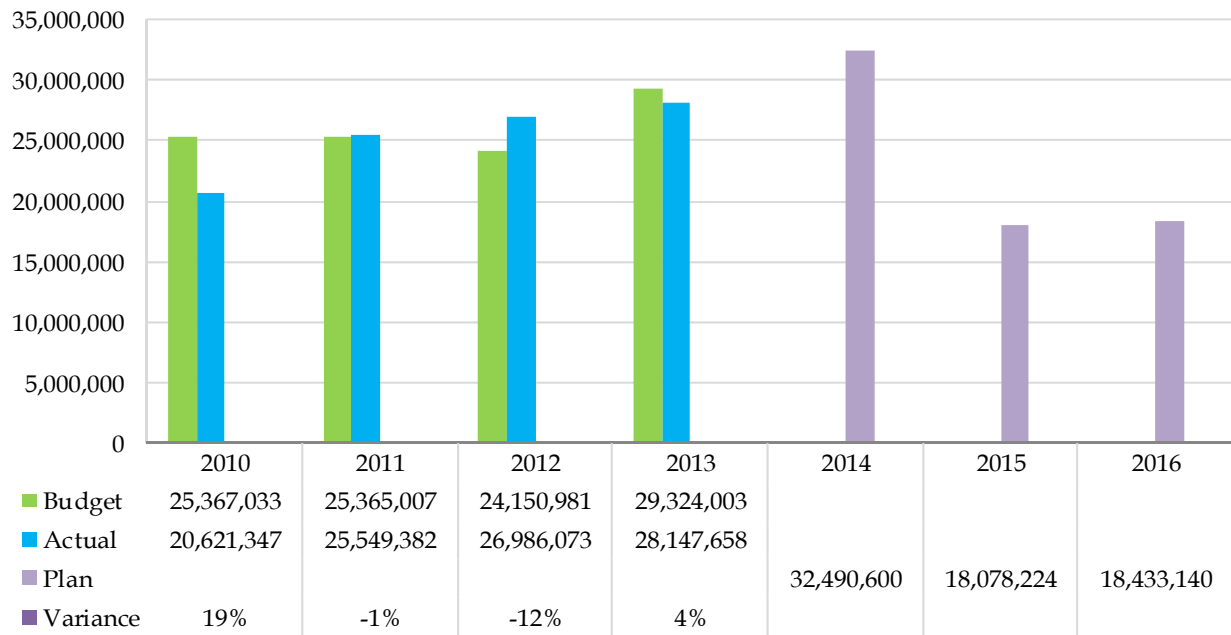


## MATERIALS, GOODS, SUPPLIES & UTILITIES

The materials, goods, supplies & utilities category consists of expenses incurred to maintain and operate the Municipality on a daily basis. The major items in this category include fuel & lubes, chemicals & salts, natural gas and electricity.

As shown in Figure 27, the decrease in this category of \$14.9M in 2015 and \$15.3M in 2016 is a direct impact of the MCU being formed in 2015.

**Figure 27 Materials, Goods, Supplies & Utilities 2010-2016**

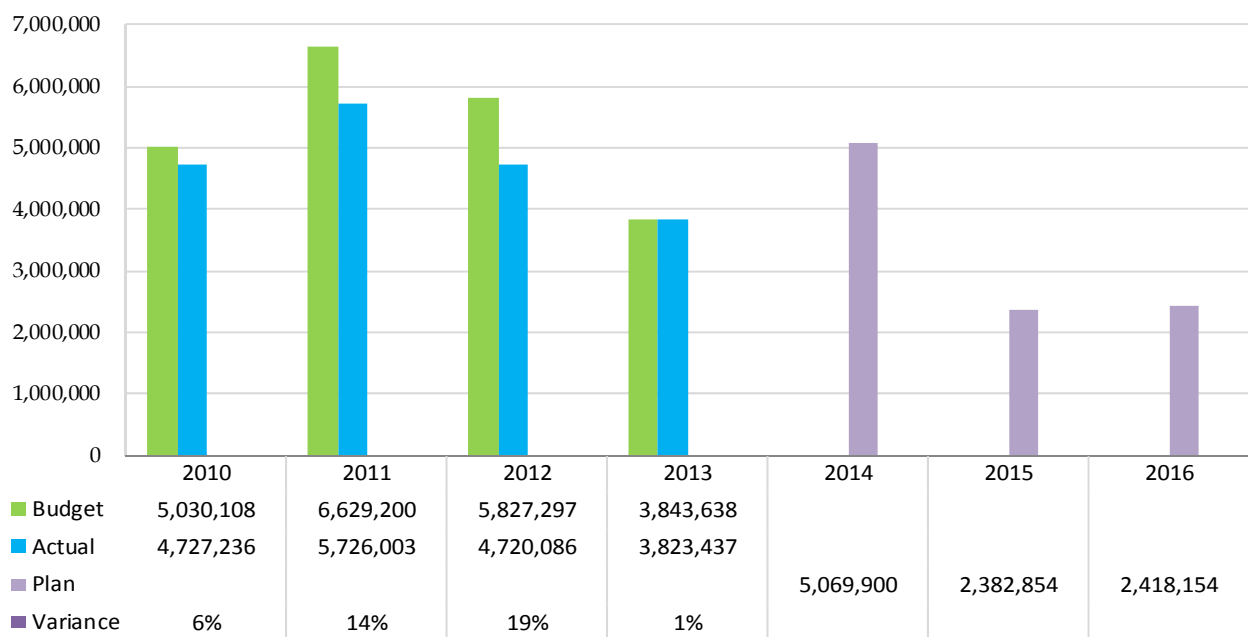


## SMALL EQUIPMENT & FURNISHINGS

The major categories in small equipment & furnishing include office equipment, computer hardware and field equipment. The expenses in 2013 reduced as a result of expected slowdown in office equipment as most renovations have been completed.

The reduction of expenses in this category of \$2.5M in both 2015 and 2016 is a result of the MCU.

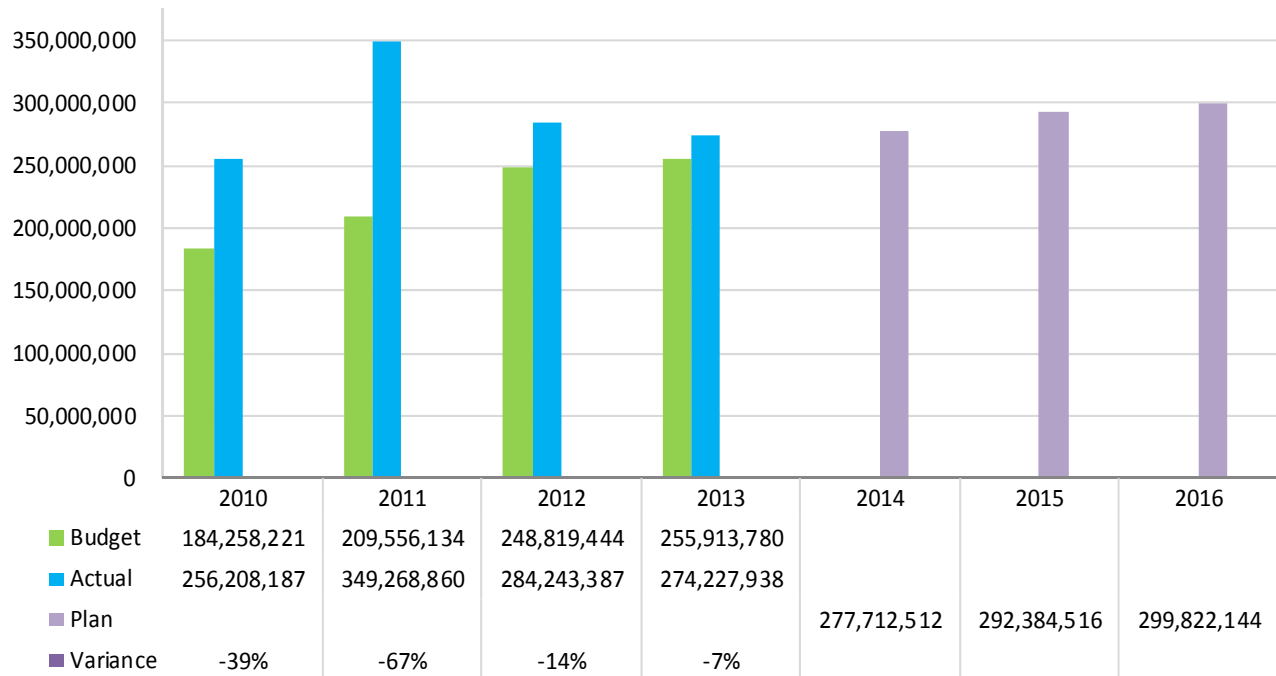
**Figure 28** Small Equipment & Furnishings 2010-2016



## TRANSFERS & GRANTS

Transfers to capital, reserves and other internal charges are recorded in this expense category. The amounts presented in Figure 29 are inclusive of reserve transfers and are different from Figure 17 presented in the revenue summaries section of the report.

**Figure 29 Transfers & Grants 2010 -2016**

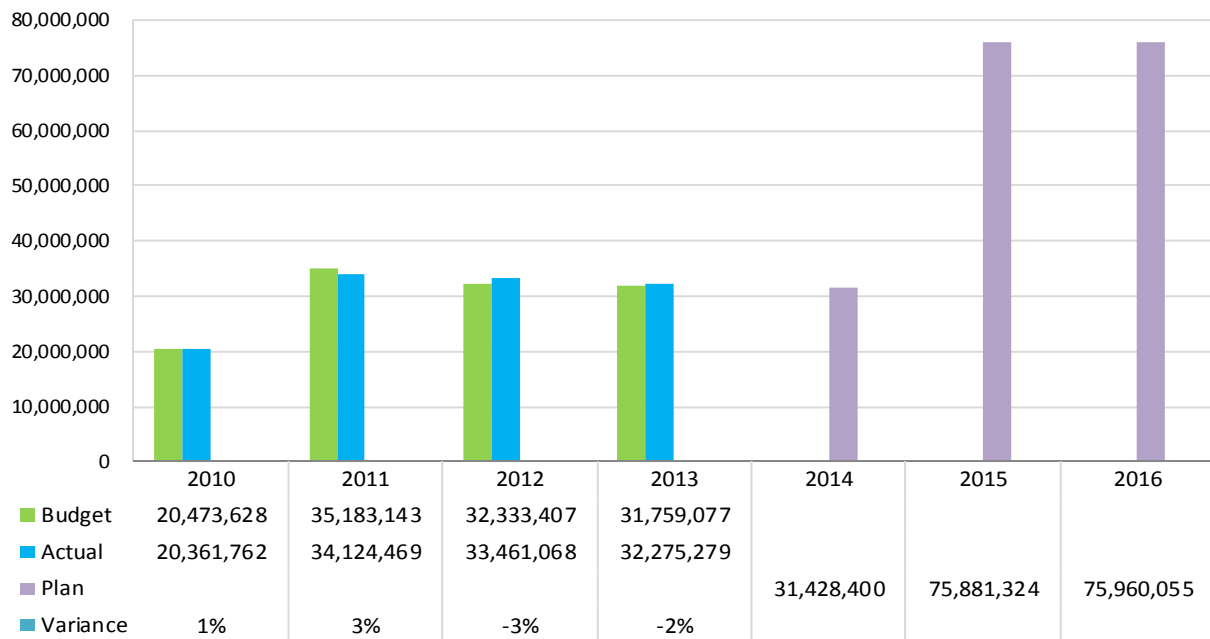


The large variances in this category are a result of additional revenue that the Municipality generates, which are transferred to either CIR or EIR, as approved by Council. These transfers represent the amount transferred and committed to current and future funding requirements. The transfer of \$264M to the CIR is included in the 2014 amended budget.

## FINANCIAL SERVICES CHARGES

Items included in this category are bank charges, debenture principal and debenture interest. Figure 30 is exclusive of amortization since the Municipality does not budget for amortization. Debt service budget provisions are based on actual debt drawn or expected to be drawn in future years.

**Figure 30 Financial Services Charges 2010-2016**

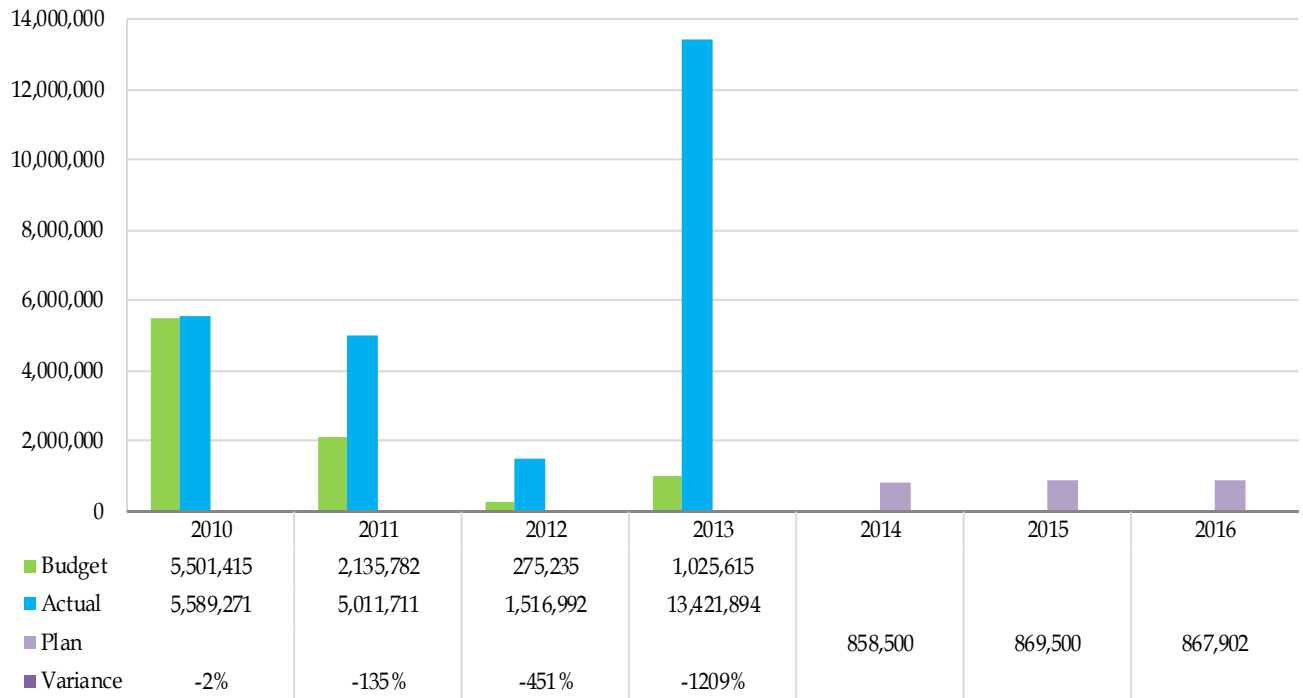


If the Municipality draws \$377M of committed debt in 2015, and implements the strategy to ensure all debt is drawn three years after commitment or approval, debt service would be \$73M in 2015 and \$75M in 2016. Based on the financial plan which was approved by Council, these potential debt services charges have not been included in the FMS. The impact on debt service limits is reflected in the section “Debt and Debt Service Limits”. Administration continues to monitor cash flow requirements as well as prevailing and projected interest rate levels.

## OTHER EXPENSES

Charges related to internal services, bad debt expense, inventory shrinkage are some of the major expenses that are recorded in Other Expenses.

**Figure 31 Other Expenses 2010-2016**



The variance between 2012 and 2013 is attributed to transfers of operating costs relating to approved capital projects. These costs do not qualify to be recorded as Tangible Capital Assets, and have to be expensed as operating costs. Funding was provided within original capital project budgets.

The bulk of the actual cost in 2013 relates to: excess tax appeal loss, over budget, of \$8M related to the 2010 tax year; and \$3.7M allowance for doubtful debt.

## DEBT AND DEBT SERVICE

The Debt Limit and Debt Service Limit for the Municipality are governed by Alberta Regulation 255/2000 of the MGA and Municipality's Debt Management Policy FIN-120.

### DEBT STRATEGY

The Municipality uses debt to fund capital projects based on two principles:

- Use debt to fund capital projects that have a longer useful life.
- Use debt finance as a funding source of "last resort."

The first principle respects the *inter-generational equity philosophy*, which states that each generation that benefits from an amenity must bear their fair share of financial burden, and the second principle indicates a conservative approach to debt use.

The Municipality considers the use of alternative sources of funding such as grants, developer contributions, off-site levies, donations, user fees, or reserves for capital asset acquisition or construction to minimize the requirement for debt. The Alberta Capital Finance Authority (ACFA) is the lender of choice unless a more attractive loan arrangement is available from another acceptable lender.

For a municipality facing rapid population growth and the associated demand for new infrastructure and infrastructure rehabilitation, use of debt is a reality as general revenue growth typically lags infrastructure demand.

Figure 32 outlines the debt limit and debt service calculations under both the low risk and high risk scenarios.

**Figure 32 Debt Limit and Debt Service Calculations, Low and High Risk**

	LOW RISK (\$ Million)			HIGH RISK (\$ Million)		
	2014	2015	2016	2014	2015	2016
<b>DEBT LIMIT</b>						
Revenue of Prior Year*	689	763	768	689	763	778
Debt Limit-Per MGA (2xRevenue)	1,379	1,527	1,535	1,379	1,527	1,556
Council Approved Limit (85% of MGA limit)	1,172	1,298	1,305	1,172	1,298	1,322
Actual Debt	317	646	604	317	646	604
Undrawn Debt	778	491	502	778	491	502
Actual Total Debt Percentage	22.99%	42.31%	39.34%	22.99%	42.31%	38.82%
Committed Debt (Actual & Undrawn)	1,095	1,137	1,106	1,095	1,137	1,106
Committed Debt Percentage	79.39%	74.50%	72.07%	79.39%	74.50%	71.12%
<b>DEBT SERVICE</b>						
Debt Service Limit-Per MGA (0.35xRevenue)	241	267	269	241	267	272
Council Approved Limit (85% of MGA limit)	205	227	228	205	227	231
Actual Debt Service	31	76	76	31	76	76
Actual Debt Service Percentage	12.77%	28.41%	28.28%	12.77%	28.41%	27.91%

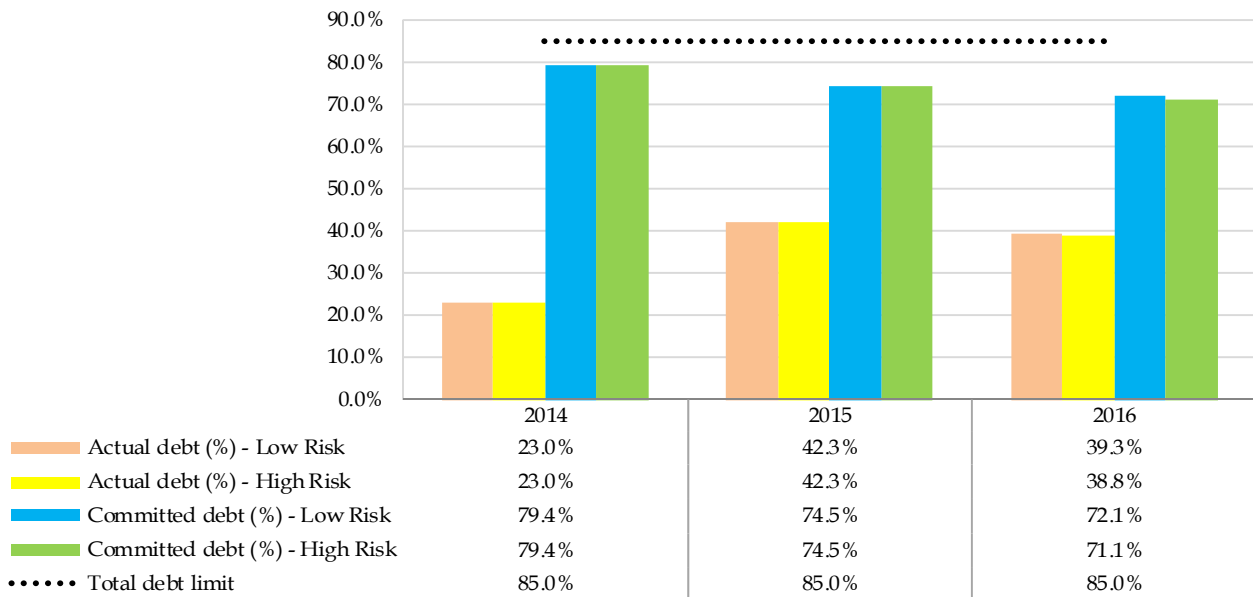
\* For calculating debt limit, revenue does not include Contributions of Tangible Capital Assets nor Grants. It is based on the prior year revenue, as required by the MGA.

## DEBT LIMIT

The MGA states that a municipality cannot exceed the debt limit of two times its total revenue.<sup>2</sup> Council has approved a Debt Management Policy FIN-120, which permits a debt limit up to 85% of the provincially legislated limit.

Actual debt refers to actual debentures drawn and outstanding by the Municipality while committed debt refers to total debt approved (through debenture bylaws) eligible to be drawn by the Municipality. Committed debt is an addition of actual debt drawn and undrawn debt.

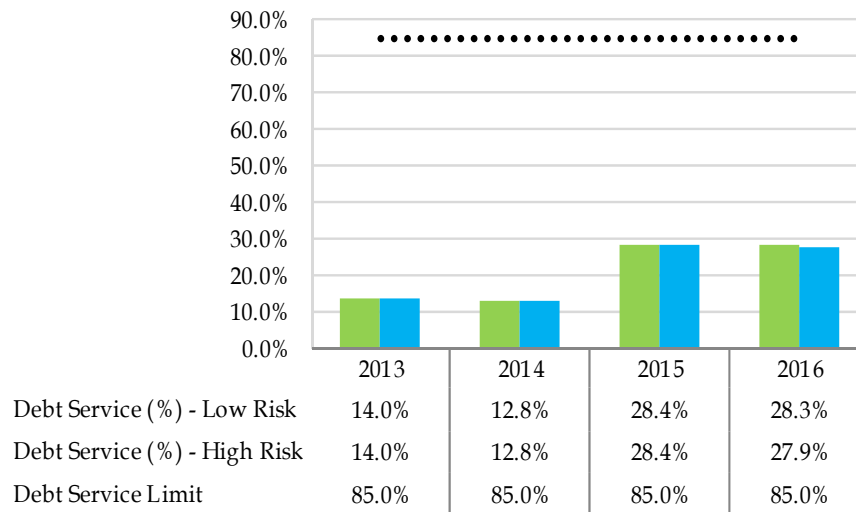
<sup>2</sup> Total revenue reported in the last year audited annual financial statement

**Figure 33 Debt Limit Trend 2013-2015**

## DEBT SERVICE LIMIT

Debt Service is defined as annual principal and interest amounts owing on outstanding loans made by the Municipality plus annual principal and interest amounts that the Municipality will be liable to pay on loans guaranteed by the Municipality.

The MGA debt service limit is calculated as .35 times of the total revenue. The Municipality's Debt Management Policy establishes a limit as 85% of the legislated limit and was amended in 2012 increasing the limit from 75% to 85% of the legislated limit. As depicted in Figure 33, both the low risk and high risk outlook on debt service are under the prescribed limit of 85% of the MGA as set by Council.

**Figure 34 Debt Service Comparison (%) 2014-2015**

While total committed debt is being tracked, committed debt service is more difficult to project, as it is tied to unpredictable capital projects delivery and related backlog. Consequently, it is difficult to predict when the debt would be drawn. For planning purposes, debt is assumed to be drawn three years after Council's approval.

## FISCAL STABILITY RESERVES

### GENERAL RESERVE STRATEGY

The Municipality has an established reserve strategy to meet future operations and capital expenses.

The reserve is in place to hedge against future risk factors including:

- Revenue shortfalls
- Unanticipated expense increases
- To ensure stable property tax rates

In compliance with the Fiscal Responsibility Policy FIN-160 (approved April 26, 2011), the Municipality holds two reserves: the Emerging Issues Reserve (EIR) and the Capital Infrastructure Reserve (CIR). Council approval is required to utilize funding from both reserves.

## EMERGING ISSUES RESERVE (EIR)

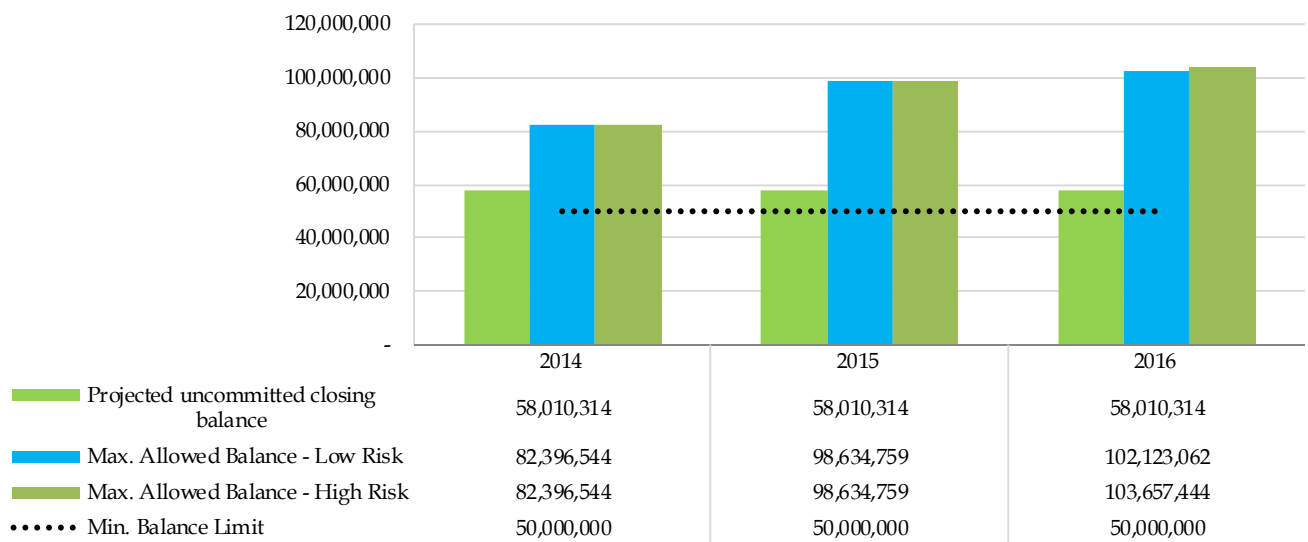
The EIR was established by Council in 2002 to stabilize operating revenues in response to unanticipated loss of revenue as well as provide funding flexibility in responding to unplanned events and other significant price changes. Funding of the EIR comes from operating surplus (if any) at the end of the financial year.

The EIR is governed as follows:

- Maximum EIR balance equivalent to 15% of the audited prior year's net property tax revenue and is subject to a minimum uncommitted balance of \$50M.
- Council approval is required to utilize funding from the EIR.

As depicted in Figure 35, the \$50M minimum uncommitted balance is maintained in the EIR for the period 2014-2016.

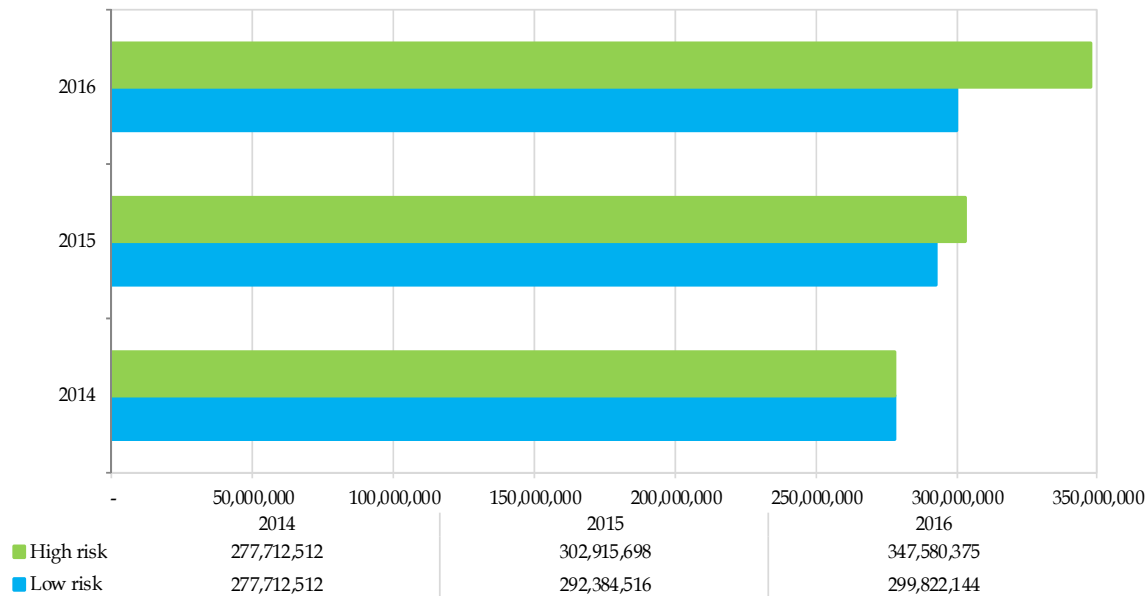
**Figure 35** Projected Emerging Issues Reserve Balances 2014-2016



## CAPITAL INFRASTRUCTURE RESERVE (CIR)

The CIR has been established to provide a source for capital project funding with a minimum uncommitted balance of \$50M. The reserve funds unanticipated capital program requirements. The \$57.6M increase in the amended tax revenue for 2014 is also adjusted in the CIR balances. The forecasted capital infrastructure contributions are presented in Figure 36.

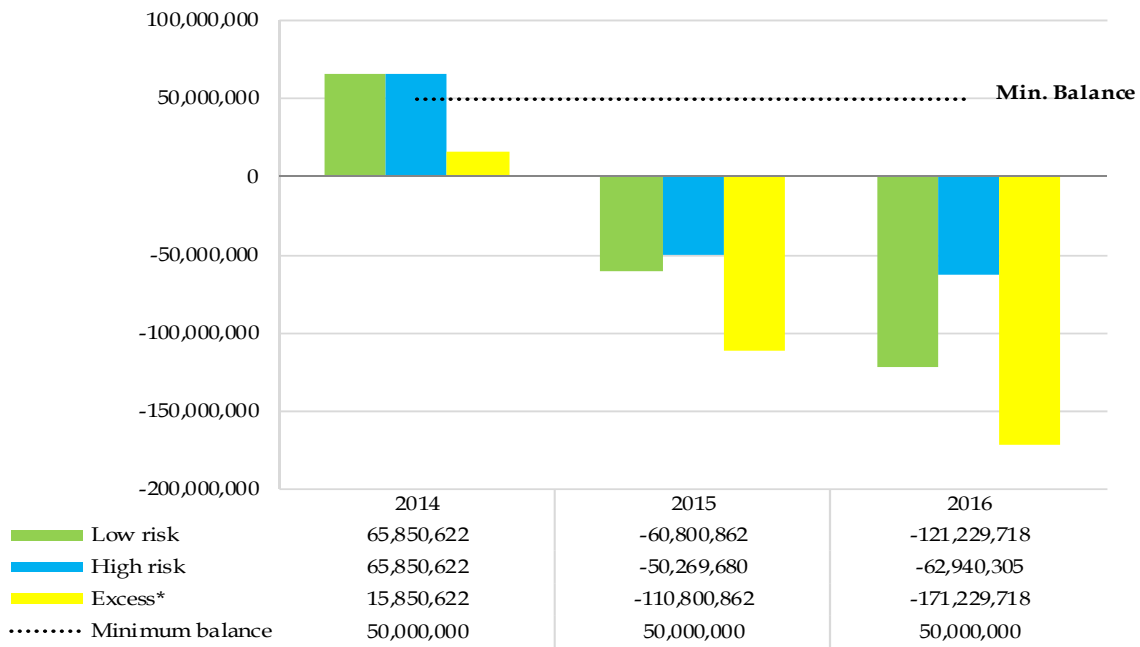
**Figure 36** Projected Operating Budget Transfer to CIR 2014-2016



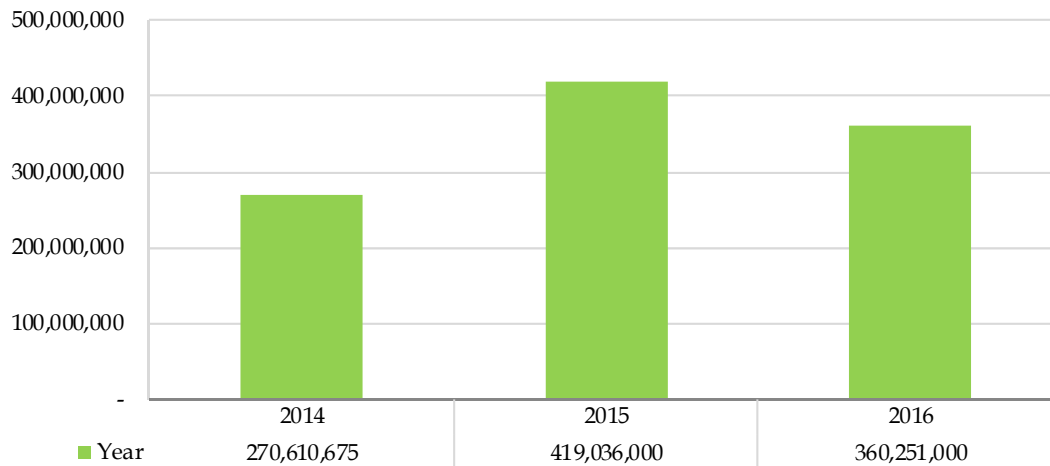
Based on the low/high risk scenarios, the projected balance in the CIR is found in Figure 37. In 2015, the CIR falls below the minimum balance—many capital projects were delayed to start in 2015 or later during the 2014 capital budget process. Council will decide the funding priorities for these projects, by removing, postponing or exploring alternative funding sources.

The CIR drawdown outlined in Figure 38 will require revision/reprioritization by Council to meet funding and resource capacity.

The projects that carry forward into multiple years that started in 2014 and prior have the CIR funding set aside—it is the new projects beginning in 2015 or 2016 that will be affected by the prioritization of projects.

**Figure 37 Capital Infrastructure Reserve Projected Balance 2014-2016**

\* Excess from Low Risk (Cumulative)

**Figure 38 Projected CIR drawdown 2014-2016**

## INVESTMENTS

### INVESTMENT STRATEGY

The Municipality's investment of funds is governed under Investment Policy FIN-140 (as approved by Council. The general investment strategies adopted by the Municipality are to:

- Rebalance investment term such that fiscal reserves balances are invested in the medium and long term periods.
- Review current capital project backlog to establish cash flow which would determine term horizon.

The primary objectives of the policy, in order of priority, are:

- **Safety of Principal:** investments shall be undertaken in a manner that seeks to ensure the preservation of capital.
- **Liquidity:** the investment portfolio shall remain sufficiently liquid to meet all operating and capital cash requirements that may be reasonably anticipated.
- **Return on Investment:** the investments of the fund shall be structured with the objective of attaining a market rate of return.

The investment type is restricted to fixed income securities that are of high credit quality and meet the following maturity criteria:

- **Short term investments:** maturity of less than a year; 11% of the portfolio
- **Medium term investments:** maturity greater than one year, but less than ten less than five years; 89% of the portfolio

The Municipality's investments have various levels of oversight and governance. First of all, funds are managed by external fund managers. In addition, there is an Investment Advisory Committee that has oversight responsibility, and is comprised of the CFO (chair), the CAO/COO and the Director of Finance. Finally, a performance update is presented to Council annual.

Given the reclassification of the Short-Term and Medium-Term portfolios that occurred in Q2 2013, only one quarter of performance is available for the complements outlined in Figure 39. The securities distribution of the portfolio is allocated such that 88.7% of the holdings are allotted to the Medium-Term Portfolio and 11.32% to the Short-Term Portfolio.

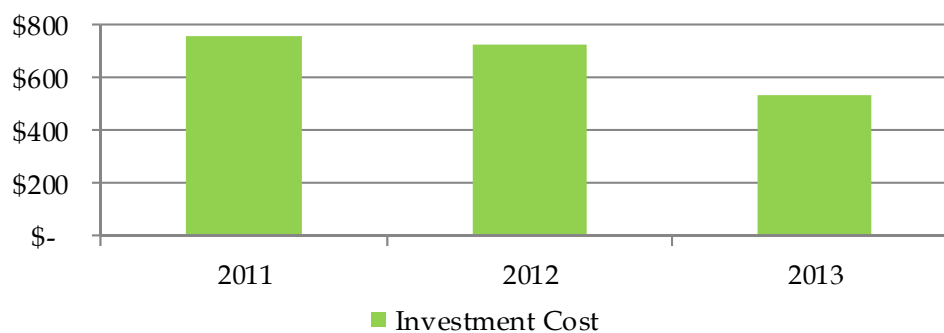
The total amortized cost of the portfolio is \$523.4M at December 31, 2013. Overall portfolio performance has been above benchmark for the last four years, and ensures the safety of the capital and provides an above-market rate of return as prescribed in the investment policy.

**Figure 39 Total Portfolio Performance Summary, December 31, 2013**

Market Value		Annualized			Annual (1-year Ending)			
		3 months	1 year	4 year	2013	2012	2011	2010
\$521.6 M	Total Portfolio	0.45%	0.01%	2.03%	0.01%	2.22%	3.50%	2.43%
	DEX 91 Day T-Bill Index	0.25%	1.01%	0.89%	1.01%	1.01%	1.00%	0.54%
	Excess Return (%)	0.20%	-1.00%	1.14%	-1.00%	1.21%	2.50%	1.89%
	DEX Short Term	0.61%	1.40%	2.61%	1.40%	1.17%	4.62%	3.29%
\$462.9 M	Medium Term Portfolio	0.52%	n/a	n/a	n/a	n/a	n/a	n/a
	Dex Short Term	0.61%	n/a	n/a	n/a	n/a	n/a	n/a
	Excess Return	-0.09%	n/a	n/a	n/a	n/a	n/a	n/a
	Quartile	Q4	n/a	n/a	n/a	n/a	n/a	n/a
\$511.1 M	Short Term Portfolio	0.33%	n/a	n/a	n/a	n/a	n/a	n/a
	DEX 91 Day T-Bill Index	0.25%	n/a	n/a	n/a	n/a	n/a	n/a
	Excess Return	0.08%	n/a	n/a	n/a	n/a	n/a	n/a
	Quartile	Q1	n/a	n/a	n/a	n/a	n/a	n/a

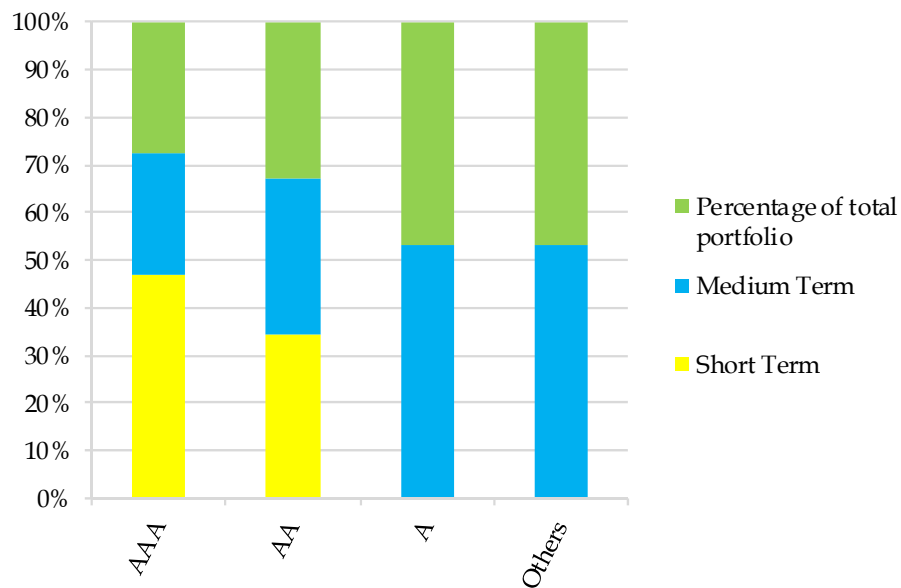
The bulk of the Municipality's investment relate to funds for approved capital projects that are currently active. Further, the liquidity of the portfolio is also maintained as most of the investments can be readily converted or liquidated.

**Figure 40 Total Investment Cost Trend, 2011-2013 (\$ Millions)**

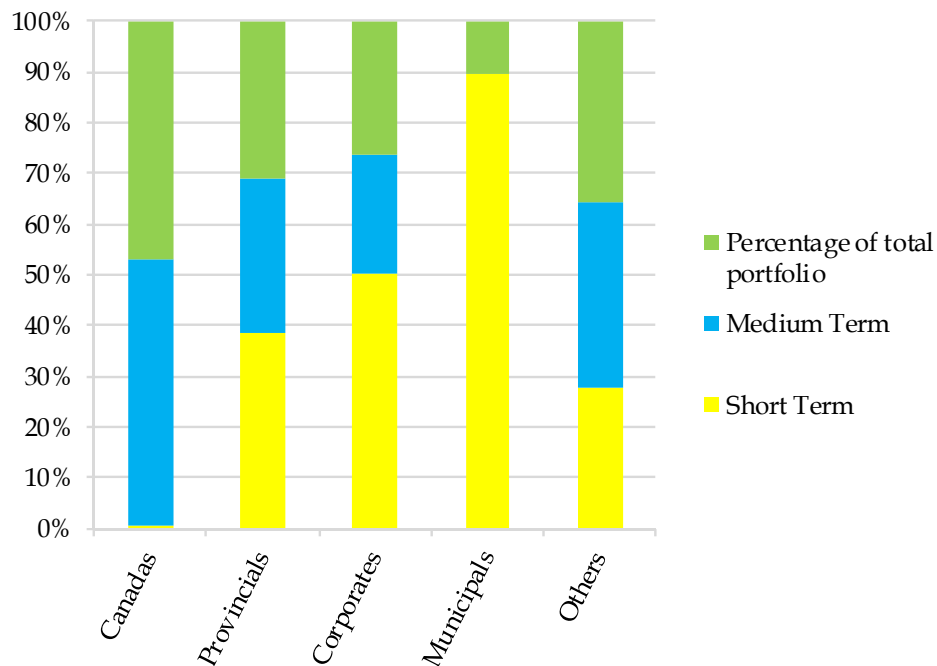


As illustrated in Figure 41, the quality of investment grade is also maintained while achieving an above-market rate of return.

**Figure 41 Total Portfolio Investment Quality Analysis, December 31, 2013**



**Figure 42 Total Portfolio Sector Analysis, December 31, 2013**



## FINANCIAL CONDITION INDICATORS

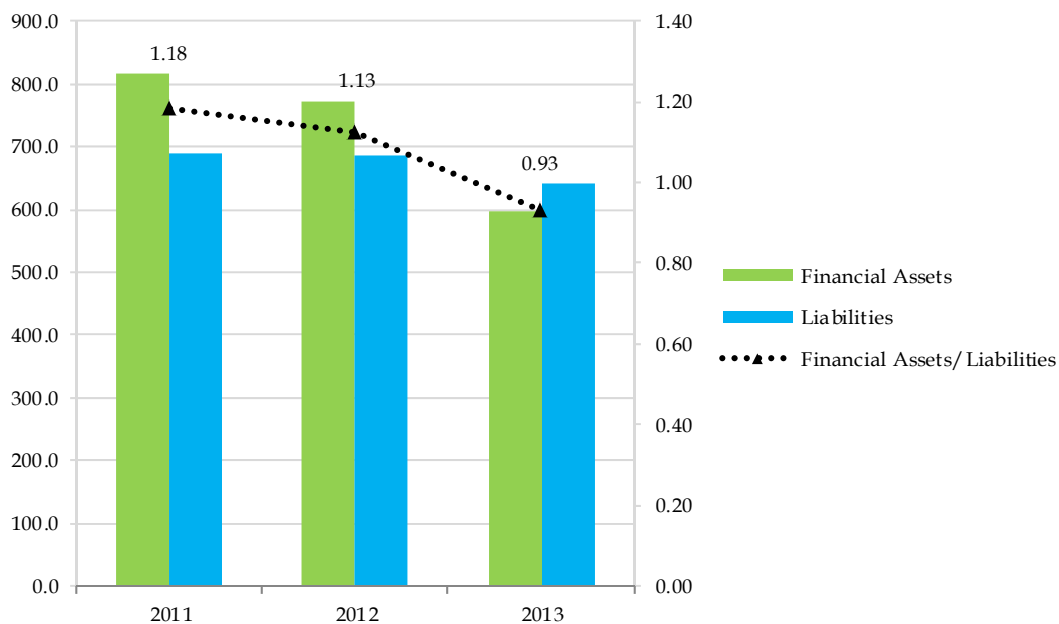
The Municipality uses three sets of financial conditions to measure its overall financial health: sustainability, flexibility, vulnerability.

### SUSTAINABILITY

Sustainability refers to the Municipality's ability to maintain existing programs and meet creditor requirements without the need to take on more debt.

Within this category, the Municipality uses two financial indicators to measure its performance: financial assets and liabilities. The *financial assets to liabilities ratio* measures whether the Municipality has adequate resources to pay its debts as they come due. The liabilities are adjusted for *deferred revenue* related to grant funding that is received but not yet expended according to the terms of the grant agreement. The ratio is continuing to decline which indicates that the Municipality is relatively leveraged for financing future capital projects.

**Figure 43** Ratio of Financial Assets to Liabilities, 2011-2013 (\$ millions)



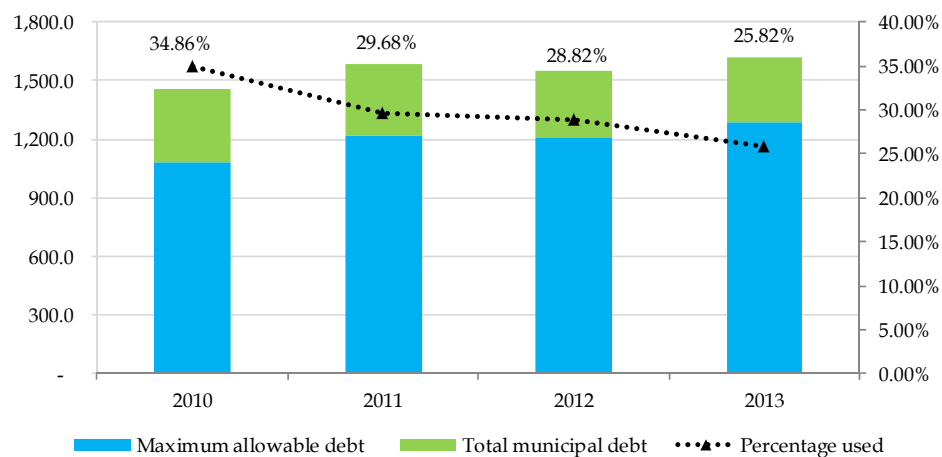
A ratio of 2:1 is desirable. This indicator includes long term debt of \$332M in 2013, \$347M in 2012, and \$362M in 2011. To ensure that the Municipality does not fall below this target, it needs to reprioritize existing capital projects, to ensure less reliance on debt as a source of funding, as well as consider extending time horizons of these projects.

## FLEXIBILITY

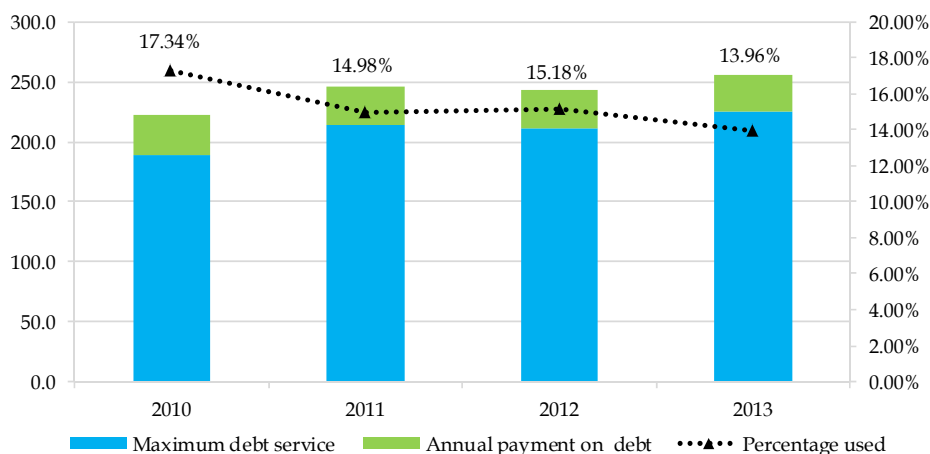
In the flexibility category, the Municipality uses one measure to monitor performance, *public debt charges to maximum allowable debt*, which is a measure of resources spent on debt and debt service relative to the maximum allowable debt as prescribed in the MGA.

As illustrated in Figures 44 and 45, the debt and debt service limit are maintained at relatively stable levels without any major swings. This indicates that the debt levels are not negatively impacting the delivery of programs without compromising revenues for debt service. The debt included in this section contains actual debt and does not incorporate the expected debt that is to be drawn in future.

**Figure 44 Debt Limit Usage 2011-2013 (\$ millions)**



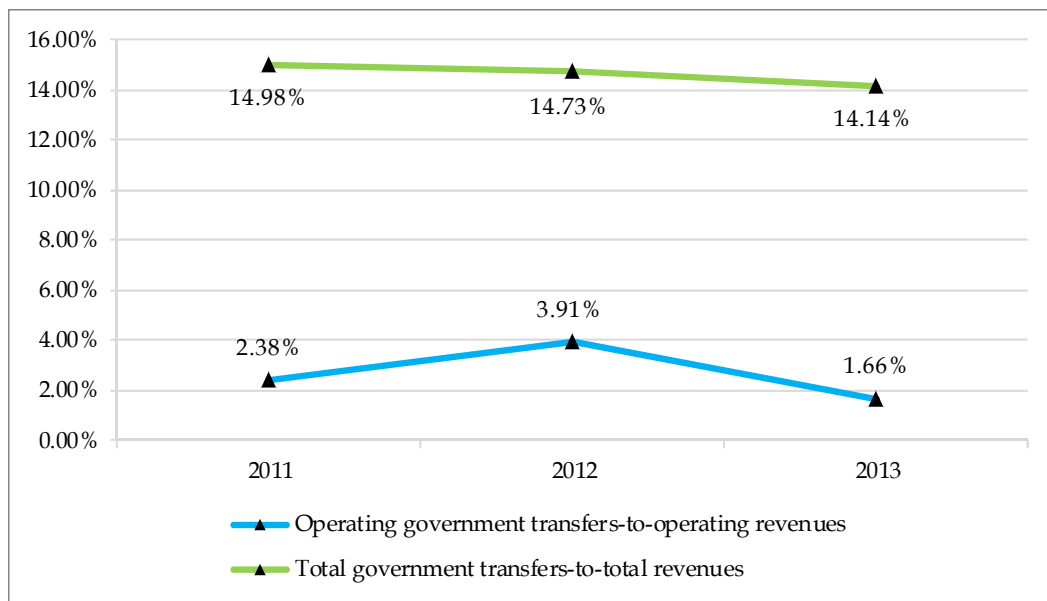
**Figure 45 Debt Service Limit Usage 2011-2013 (\$ millions)**



## VULNERABILITY

To measure vulnerability of the Municipality's portfolio, two indicators are used: operating government transfers to operating revenues and total government transfers to total revenues: The *operating government transfers to operating revenues ratio* measures how much the Municipality is dependent on provincial and federal transfers relative to the operating revenue generated, and the *total government transfers-to-total revenues ratio* measures the level of provincial and federal grants to support both operating and capital programs at the Municipality.

**Figure 46 Vulnerability Indicators 2011-2013**



Operating transfers from provincial and federal governments are limited. The bulk of the transfers support community or not-for-profit organizations and the Municipality acts as a distributing agency. Total government transfers are a combination of operating and capital transfers. Most government transfers relate to capital grants.



**Subject: Community Identification Committee Recommendations –  
Timberlea Outdoor Rink****APPROVALS:**

Bradley Evanson, Director  
Henry Hunter, Executive Director  
Marcel Ulliach, (Interim) Chief Administrative Officer

**Committee and Administrative Recommendations:**

THAT the outdoor rink, located in Lot 40MR Block 13 Plan 9925251 (105 Brett Drive), be named “*Jerry Cooper Outdoor Rink*”

**Summary:**

The Community Identification Committee met to consider the naming of “*Jerry Cooper Outdoor Rink*” for the outdoor facility located at 105 Brett Drive.

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

**Background:**

The Community Identification Committee met to consider the naming of municipal assets, keeping in mind recommendations from other departments and incoming requests.

The outdoor boarded ice rink in between the Timberlea and St. Anne’s school, located at 105 Brett Drive, acts as a local sports hub for outdoor hockey and figure skating. A request was brought forward to consider naming the facility after a longtime resident of the community in honor of his memory as he recently passed away while performing his jobs duties at one of the local Oil Sands sites.

**Rationale for Recommendations:**

The rationale for the recommendations is as follows:

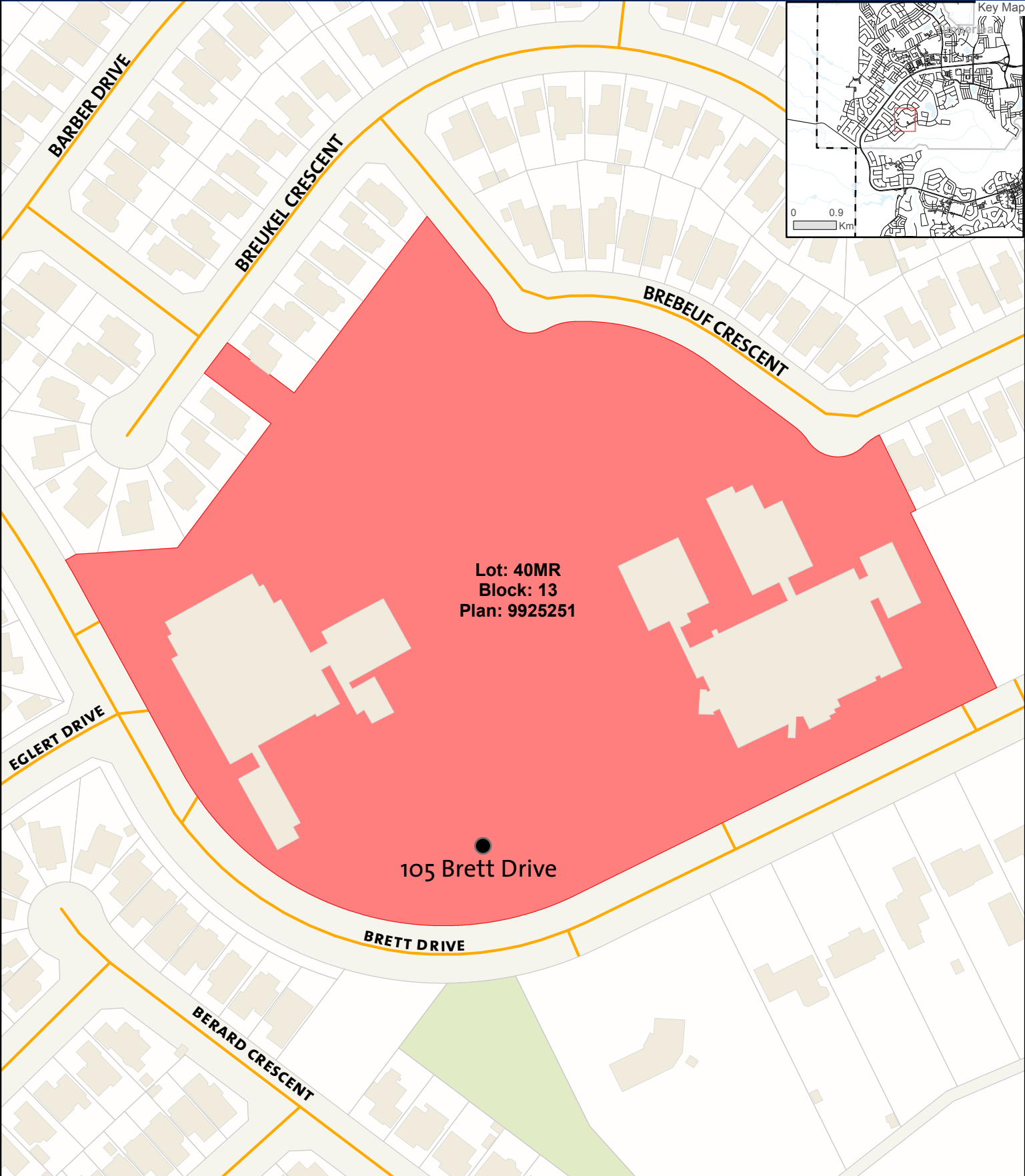
1. The Community Identification Committee felt that as long time resident, family man and an active participant with the local rinks and kids hockey teams it was a suitable opportunity to honor his contributions and bring local and current heritage to our naming convention.

**Attachments:**

1. Subject Area Map – Outdoor Recreation Facility
2. Small Biography, Jerry Cooper



Attachment 1 - Subject Area Map



105 Brett Drive  
Lot 40MR Block 13 Plan 992 5251

- Survey Parcel
- Subject Parcel
- Park Area
- Outdoor Rink
- Building Footprint





## Small Biography, Jerry Cooper

Jerry Cooper was born in St. John's, Newfoundland, but was a long-time Fort McMurray resident. He was a 13-year Suncor employee who passed away on the job on January 19, 2014 at 40 years old.

Jerry was a devoted family man who loved the outdoors and life in Fort McMurray. He loved hunting, boating and snowmobiling. Most of all he loved spending time with his family. He would coach his son's hockey team and then come home and make friendship bracelets with our daughter. He was a great man and he will be missed dearly by all who knew him.

Jerry is survived by his wife Tammy, his son Brayden and his daughter Breanna.



<b>Subject: Council Expense Summary – January 1- March 31, 2014</b>
---

**Audit and Budget Committee Recommendation:**

THAT the Council Expense Summary for the period January 1 – March 31, 2014 be received as information.

**Summary:**

The Current Elected Officials Compensation, Travel, Expense and Support Policy requires that reports on expenditures for each member of Council be presented for review at a public meeting on a quarterly basis.

**Background:**

The Council Expense Summary for the period January 1- March 31, 2014 was presented to the Audit and Budget Committee at their meeting of April 22, 2014. At that meeting the Audit and Budget Committee passed the following resolution:

“Moved by Mayor M. Blake that the Council Expense Summary for the period January 1 – March 31, 2014 be forwarded to Council for consideration.

CARRIED UNANIMOUSLY.”

**Attachments:**

1. Audit and Budget Committee Report – Council Expense Summary – January 1 – March 31, 2014.



**2014 COUNCIL EXPENSE SUMMARY**  
**Total Expenses Submitted for the Period January 1 - March 31, 2014**

<b>Elected Official</b>	<b>Annual Budget</b>	<b>YTD Expenses</b>	<b>Percentage Expended</b>	<b>Other Committees</b>	<b>Deputy Mayor</b>	<b>Details</b>
Blake, Melissa - Business Travel	10,000	2,418	24.18%			Meetings: Minister Hughes/Northern Alberta Mayor and Reeves/Mid-Size Cities Meeting
Blake, Melissa - Public Relations	15,000	1,900	12.67%			Holiday Reception (2013) /Chamber Luncheon/Minister Quest Meeting
Blake, Melissa - Conference Travel	7,500	0	0.00%			
<b>MAYOR - TOTAL</b>	<b>32,500</b>	<b>4,318</b>	<b>13.29%</b>			
Ault, Tyran - Business Travel	1,000	0	0.00%			
Ault, Tyran - Public Relations	3,000	0	0.00%			
Ault, Tyran - Conference Travel	10,000	828	8.28%			FCM (flights)
<b>AULT - TOTAL</b>	<b>14,000</b>	<b>828</b>	<b>5.91%</b>			
Boutillier, Guy - Business Travel	1,000	206	20.60%		650	Council Retreat, Return Flight from Edmonton to Fort McMurray - Poor Road Conditions
Boutillier, Guy - Public Relations	3,000	363	12.10%			Cdn. Business Leader Award Dinner - \$195; Dinner Expense - \$168
Boutillier, Guy - Conference Travel	10,000	0	0.00%			
<b>BOUTILIER - TOTAL</b>	<b>14,000</b>	<b>569</b>	<b>4.06%</b>			
Bussieres, Lance - Business Travel	1,000	0	0.00%			
Bussieres, Lance - Public Relations	3,000	0	0.00%			
Bussieres, Lance - Conference Travel	10,000	0	0.00%			
<b>BUSSIERES - TOTAL</b>	<b>14,000</b>	<b>0</b>	<b>0.00%</b>			
Cardinal, Julia - Business Travel	32,200	4,519	14.03%			Travel, Accommodation and Expenses for Weekly Council Meetings
Cardinal, Julia - Public Relations	3,000	0	0.00%			
Cardinal, Julia - Conference Travel	10,000	3,265	32.65%			FCM (flights) - \$545; AAMDC - \$1969 (registration, travel and accommodation); Council for Aboriginal Business - \$664 (registration)
<b>CARDINAL - TOTAL</b>	<b>45,200</b>	<b>7,784</b>	<b>17.22%</b>			
Chadi, John - Business Travel	32,200	0	0.00%			
Chadi, John - Public Relations	3,000	0	0.00%			
Chadi, John - Conference Travel	10,000	0	0.00%			
<b>CHADI - TOTAL</b>	<b>45,200</b>	<b>0</b>	<b>0.00%</b>			
Germain, Sheldon - Business Travel	1,000	0	0.00%			
Germain, Sheldon - Public Relations	3,000		0.00%			
Germain, Sheldon - Conference Travel	10,000	2,353	23.53%			FCM (flights)
<b>GERMAIN - TOTAL</b>	<b>14,000</b>	<b>2,353</b>	<b>16.81%</b>			
McGrath, Keith - Business Travel	1,000		0.00%			
McGrath, Keith - Public Relations	3,000	1,233	41.10%			Event Tickets - State of the Region; Leading the North Golf, Cdn. Business Leader Awards; Council for Aboriginal Business
McGrath, Keith - Conference Travel	10,000	1,868	18.68%			FCM (flights)
<b>McGRATH - TOTAL</b>	<b>14,000</b>	<b>3,101</b>	<b>22.15%</b>			

Elected Official	Annual Budget	YTD Expenses	Percentage Expended	Other Committees	Deputy Mayor	Details
Meagher, Phil - Business Travel	1,000	0	0.00%			
Meagher, Phil - Public Relations	3,000	105	3.50%			Event Tickets - State of the Region; Chamber Luncheon
Meagher, Phil - Conference Travel	10,000	0	0.00%	3,060		Arctic Winter Games (airfare and hotel)
<b>MEAGHER - TOTAL</b>	<b>14,000</b>	<b>105</b>	<b>0.75%</b>			
Stroud, Jane - Business Travel	15,880	1,162	7.32%	1,038		Travel and Expenses for weekly Council Meetings - \$1162;
Stroud, Jane - Public Relations	3,000	187	6.23%			Event Tickets - State of the Region; Leading the North Golf Tournament
Stroud, Jane - Conference Travel	10,000	2,949	29.49%			AAMDC (registration, travel and accommodation) - \$1420; FCM - \$837 (flights); Council for Aboriginal Business - \$664
<b>STROUD - TOTAL</b>	<b>28,880</b>	<b>4,298</b>	<b>14.88%</b>			
Vinni, Allan - Business Travel	5,000	0	0.00%			
Vinni, Allan - Public Relations	3,000	456	15.20%			Event Tickets - Gold Star Gala; Spring Fling
Vinni, Allan - Conference Travel	10,000	707	7.07%			FCM (flights)
<b>VINNI - TOTAL</b>	<b>18,000</b>	<b>1,163</b>	<b>6.46%</b>			