



## **Audit and Budget Committee**

Council Chamber  
9909 Franklin Avenue, Fort McMurray

Tuesday, March 17, 2015  
4:00 p.m.

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### **Agenda**

#### **Call to Order**

1. Adoption of the Agenda
2. Minutes of the Audit and Budget Committee meeting - March 3, 2015

#### **New and Unfinished Business**

3. Questions to the Municipal Auditor
4. Dave Hodson - Advisory Committee on Aging re: Staff and Funding request
5. Advisory Committee on Aging Request For Operating Funding
6. Review of 2015 Operating Budget

#### **Adjournment**

**Unapproved Minutes of a Meeting of the Audit and Budget Committee held in the Council Chamber at the Municipal Offices in Fort McMurray, Alberta, on Tuesday, March 03, 2015, commencing at 4:00 p.m.**

**Present:** M. Blake, Mayor  
T. Ault, Councillor  
L. Bussieres, Councillor  
J. Cardinal, Councillor  
K. McGrath, Councillor  
J. Stroud, Councillor

**Absent:** J. Chadi, Councillor  
S. Germain, Chair  
P. Meagher, Councillor  
A. Vinni, Councillor

**Administration:** M. Ulliac, Chief Administrative Officer  
A. Rogers, Senior Legislative Officer  
S. Harper, Legislative Officer

**Call to Order**

Mayor M. Blake called the meeting to order at 4:04 p.m.

**1. Adoption of the Agenda**

Moved by Councillor K. McGrath that the agenda be adopted as presented.

CARRIED UNANIMOUSLY

**2. Minutes of Audit and Budget Committee meeting - February 17, 2015**

Moved by Councillor T. Ault that the Minutes of the Audit and Budget Committee meeting on February 17, 2015 be approved as presented.

CARRIED UNANIMOUSLY

**New and Unfinished Business**

**3. Questions to the Municipal Auditor**

The Committee did not direct any questions to the Municipal Auditor at this time.

**4. Taxable Benefits Policy – FIN-250**

(4:07 p.m. – 4:14 p.m.)

Elsie Hutton, Chief Financial Officer, and Kola Oladimeji, Director of Finance, provided a presentation on the proposed Taxable Benefits Policy FIN-250.

The Committee requested that administration investigate the potential need to develop a policy to address the parameters around reporting requirements for mementos, tokens and gifts received by Councillors.

Moved by Councillor J. Stroud that Taxable Benefits Policy FIN-250, be recommended to Council for approval.  
CARRIED UNANIMOUSLY

**5. Amendment to the Community Investment Program Policy**  
(4:15 p.m. – 4:17 p.m.)

Carole Bouchard, Director of Community Services, Prince Agyapong, Community Investment Program Officer, and Toni Elliot, Community Investment Program Supervisor, provided a presentation on the Amendment to the Community Investment Program Policy.

Moved by Councillor J. Stroud that amended Community Investment Policy - FIN-220, dated March 3, 2015, be recommended to Council for approval.  
CARRIED UNANIMOUSLY

**6. 2014 Expense Summary – Council and Office of the Chief Administrative Officer**  
(4:18 p.m. – 4:20 p.m.)

Audrey Rogers, Senior Legislative Officer, provided a brief overview of the 2014 Expense Summary for Council and the Office of the Chief Administrative Officer.

Moved by Councillor J. Stroud that the Expense Summary for Council and the Office of the Chief Administrative Officer for the period January 1 – December 31, 2014 be received as information.

CARRIED UNANIMOUSLY

**Adjournment**

Moved by Councillor K. McGrath that the meeting adjourn.  
CARRIED UNANIMOUSLY

The meeting adjourned at 4:21 p.m.

\_\_\_\_\_  
Chair

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



## Committee 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	Audit and Budget Committee - March 17, 2015
Name of Presenter(s)	Dave Hodson
Organization Represented	Advisory Committee on Aging
Topic	Staff and Funding Request
Please List Specific Points/Concerns	<p>The Committee is at a point where they need funding and manpower resources to identify challenges and opportunities with respect to Aging With Dignity in Wood Buffalo and to pursue the World Health Organization (WHO) Age Friendly Community designation.</p> <p>The Committee respectfully requests that operationally, they manage the staffing and responsibility for WHO engagement. The Committee feels that the WHO engagement is more than just achieving a designation and that managing the process will significantly assist them in their efforts to identify the challenges and opportunities in Wood Buffalo.</p>
Action Being Requested of Council	<ol style="list-style-type: none"><li>1) Approve secondment of three staff (Programming Coordinator, Social Planning Coordinator and Program Assistant)</li><li>2) Approve funding request of \$100k for community engagement and Committee activities</li></ol>
<p><b>Are you providing any supporting documentation (ie: Powerpoint)?</b> No</p> <p>If yes, the documentation <u>must</u> accompany this request, as handouts will not be distributed at the meeting. To ensure that your documents meet minimum standards, please see presentation guidelines on the next page.</p> <p>Supporting documents may be e-mailed to <a href="mailto:Legislative.Assistants@woodbuffalo.ab.ca">Legislative.Assistants@woodbuffalo.ab.ca</a>.</p>	

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

**Subject: Advisory Committee on Aging Request For Operating Funding**

**APPROVALS:**

Carole Bouchard, Director  
Bob Couture, Acting Chief Administrative Officer

**Advisory Committee on Aging Recommendations:**

THAT the request by the Advisory Committee on Aging (“ACOA”) for \$100,000 to fund program costs for the remainder of 2015, be recommended to Council for approval; and

THAT the request from ACOA for three full time employees of the Regional Municipality of Wood Buffalo to be seconded to ACOA – a program coordinator, social planning coordinator and program assistant – be recommended to Council for approval.

**Administration’s Recommendation:**

If the above recommendations are supported by the Audit and Budget Committee and subsequently approved by Council, then Administration recommends that the Audit and Budget Committee also support and Council also approve the following:

THAT an additional \$205,000 be approved to be added to the Community Services Department Operating Budget, to cover the cost of backfilling the three positions to be seconded to ACOA.

THAT the total additional \$305,000 in operating funding be allocated from the:

- 2015 Community Services Department Operating Budget surplus;
- 2015 Community and Protective Services Division Operating Budget surplus;
- 2015 Corporate Operating Budget surplus; or
- Emerging Issues Reserve;

in that order.

AND THAT similar funding for ACOA’s activities and seconded municipal staff for future years be incorporated into the budgeting process and brought forward for Council’s consideration.

**Summary:**

On January 13, 2015 Council adopted ACOA’s recommendation that the Regional Municipality seek the World Health Organization’s Global Network of Age-friendly Cities designation. An age-friendly community designs policies, services and structures related to the physical and social environment that help seniors live safely, enjoy good health and stay involved.

There are eight key goals:

1. Pleasant, safe and accessible outdoor areas.
2. Affordable, safe and accessible public transportation.
3. Sufficient, affordable, safe and well-designed housing.
4. Opportunities for seniors to be socially active.
5. Respectful and inclusive relationships.
6. Opportunities for civic participation and employment.
7. Easy-to-find and understandable information.
8. Community health and support services.

ACOA has identified the desire for dedicated resources under its specific direction and control to achieve this status, including funding for community engagement and secondment of three Regional Municipality employees who would take direction from ACOA.

### **Background:**

The Advisory Committee on Aging Bylaw No. 14/021 was passed on June 24, 2014. Council appointed the following Committee members on August 26, 2014:

Karen McMillan, Seniors Resource Committee Representative  
Paul McWilliams, Wood Buffalo Health Advisory Council Representative  
Dave Hodson, Senior-at-Large Urban Representative (to December 31, 2015)  
Joan Furber, Golden Years Society Representative,  
Bryan Lutes, Wood Buffalo Housing and Development Corporation  
Linda Mywaart, Senior-at-Large Rural Representative (to December 31, 2016)

At the January 13, 2015 Council meeting, ACOA chairperson Dave Hodson presented information about the World Health Organization's Age-Friendly Communities initiative and requested support to pursue the designation. Council voted unanimously that the Regional Municipality of Wood Buffalo "pursue the Age Friendly Community designation by May, 2015".

### **Alternative to ACOA Recommendation:**

The Community Services Department could administer the Age-Friendly Communities Project internally with the current staffing structure. The Program Coordinator for seniors would be the logical project lead and other supports would be provided as and when required.

Currently, the Community Services Department provides administrative support to nine Council-appointed Advisory committees, including ACOA. The current department organizational structure allows for staff to work on committee projects and requests, and other projects and initiatives, as a team with support from all staff classifications including programs assistants, coordinators, supervisors, managers and Director.

The recommendation to have staff dedicated and operationally reporting to ACOA would mean those staff would not be available to work on other projects and therefore the department would need to backfill the positions in order to complete the Community Services Department business goals.

**Budget/Financial Implications:**

Approximately \$305,000 in funding is requested: \$100,000 for program costs (such as community engagement) and \$205,000 to backfill three exempt staff positions - program coordinator, social planning coordinator and program assistant.

**Organizational and Other Implications:**

Although the Regional Municipality has a long history of providing generous staff support to its Advisory Committees, there appears to be no precedent for a formal secondment of municipal employees to an Advisory Committee. Since ACOA is not a legal person, it could not be an “employer”, so the individuals in question would have to continue to be employees of the Regional Municipality for all purposes of: payment of salary, pension contributions, statutory deductions, insurance coverage, Workers’ compensation coverage, and vicarious liability. What is not clear is to whom they would be accountable for their performance once seconded, and who would be responsible to ensure that they have sufficient work to do for ACOA to justify full time secondment. These matters are significant because such a secondment may set a precedent that other Advisory Committees may seek to emulate.

**Rationale for Recommendations:**

ACOA has identified the need for dedicated resources under its direction, initially to gain the Age-Friendly Community designation and subsequently to implement the initiative’s eight key goals.

Temporary employees will need to be hired in Community Services to provide coverage for the secondment period so that the department can continue to meet its business goals and Council priorities. Additional municipal expertise and resources will be provided as required.

**Attachments:**

1. The Advisory Committee on Aging Bylaw No. 14/021
2. Draft application for the WHO Global Network of Age-friendly Cities and Communities

## **BYLAW NO. 14/021**

### **A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO ESTABLISH AN ADVISORY COMMITTEE ON AGING**

**WHEREAS** the *Municipal Government Act* provides that a council may pass bylaws in relation to the establishment and functions of Council Committees;

**AND WHEREAS** the Council of the Regional Municipality of Wood Buffalo wishes to establish an Advisory Committee on Aging to provide an opportunity for public input into strategic planning and delivery of services for seniors;

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

1. The Advisory Committee on Aging is established, and is hereinafter in this bylaw referred to as the “Committee”.

#### **SHORT TITLE**

2. This Bylaw shall be cited as the “Advisory Committee on Aging Bylaw.”

#### **MEMBERSHIP OF THE COMMITTEE**

3. Membership of the Committee consists of one Councillor and six members of the public at large, appointed by resolution of the Council.
4. The public-at-large members of the Committee will be appointed from the following groups to the extent that there are persons within those groups who are willing to serve and, in the opinion of the Council, qualified to serve on the Committee:
  - (a) Seniors-at-large (2 representatives – 1 each from the rural and urban service areas);
  - (b) Golden Years Society board members (1 representative);
  - (c) Wood Buffalo Health Advisory Council (1 representative);
  - (d) Wood Buffalo Housing and Development Corporation board members (1 representative);
  - (e) Wood Buffalo Seniors Resource Committee (1 representative).

#### **MANDATE OF THE COMMITTEE**

5. The mandate of the Committee is to provide a forum for stakeholder input on strategies and service delivery issues affecting seniors [including intergovernmental strategies and service delivery issues] and to make recommendations in respect thereof to the Council.



6. In fulfilling its mandate the Committee may draw upon the expertise or advice of any group or organization that has an interest in the well-being of seniors in the Municipality, including without limitation: Alberta Health Services, the Northern Lights Regional Hospital, Wood Buffalo Housing and Development Corporation, and the Municipality itself.
7. The Committee shall deal with matters referred to it by the Council or by another Council Committee, and may on its own initiative deal with matters that are within its mandate.

#### **TERM OF APPOINTMENT AND REIMBURSEMENT OF EXPENSES**

8. Initial appointments of public-at-large members of the Committee shall be for either a one year or two year term, and all subsequent terms of appointment will be for two years.
9. The initial appointment of the Council member representative to the Committee will be for a term expiring at the next organizational meeting of the Council, and all subsequent terms of appointment of Council members shall be for one year.
10. If a member of the Committee is unable or unwilling to continue to serve as a member, the Council shall appoint a replacement to serve for the balance of that member's remaining term.
11. Members of the Committee shall serve without remuneration but shall be reimbursed for reasonable out-of-pocket expenses incurred in attending Committee meetings or otherwise conducting the affairs of the Committee.

#### **QUORUM**

12. A quorum of the Committee is a majority of its members, including the Chair.
13. The Committee shall hold a meeting only when a quorum is present.

#### **COMMITTEE MEETINGS**

14. The Chair of the Committee shall be determined by the members of the Committee at the first meeting of each calendar year.
15. The Chair shall preside over all meetings of the Committee, preserving order and decorum and deciding questions of procedure in accordance with the most current edition of *Roberts Rules of Order Newly Revised*.

16. If the Chair is unable to attend a scheduled meeting or must leave a meeting for any reason, the Committee members in attendance shall select an acting Chair to perform the duties of the Chair.
17. Meetings of the Committee may be held in such locations within the Municipality as the Committee deems advisable, and shall be open to the public except where a matter under discussion allows the Committee to move *in camera* pursuant to the provisions of subsection 197(2) of the *Municipal Government Act*.
18. The Committee shall meet at the call of the Chair.
19. When the Committee passes a resolution in the nature of a recommendation to the Council, the Committee shall prepare and submit to the Chief Legislative Officer a report containing the resolution and the reasons why it was passed.
20. The Committee may from time to time establish such sub-committees, ad-hoc committees or working groups as it considers advisable to fulfill its mandate.
21. The Chief Administrative Officer shall ensure that adequate administrative support is provided to the Committee.

#### **COMING INTO FORCE**

22. This bylaw comes into force when it is passed.

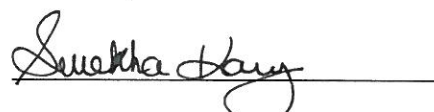
READ a first time this 10<sup>th</sup> day of June, AD. 2014.

READ a second time this 24<sup>th</sup> day of June, A.D. 2014.

READ a third time this 24<sup>th</sup> day of June, A.D. 2014.

SIGNED and PASSED this 24<sup>th</sup> day of June, A.D. 2014.

  
Mayor

  
Chief Legislative Officer

## **Application: WHO Global Network of Age-Friendly Cities and Communities**

### **City/ Community Details**

- 1) Name of city/community: Regional Municipality of Wood Buffalo
- 2) Region or state: Alberta
- 3) Country: Canada
- 4) Population : 116,407 (based on 2012 Census)
- 5) Percentage of residents 60+: 2.57% (2,994)
- 6) Geographic coordinates – To come

### **Political commitment towards becoming an age- friendly city or community**

- 1) Letter of commitment from the Mayor: To come
- 2) Mayor's name and title: Mayor Melissa Blake
- 3) Mayor's office address: Regional Municipality of Wood Buffalo, 7<sup>th</sup> Floor, 9909 Franklin Ave., Fort McMurray Alberta, Canada T9H2K4

### **Designated contact for the Global Network**

- 1) Title : Seniors Coordinator
- 2) Name: Steve Andrejiw
- 3) Position: Seniors Coordinator, Neighbourhood and Community Development, Community Services Department
- 4) Role in city or community's age-friendly initiative: Lead
- 5) Email address: [steve.andrejiw@woodbuffalo.ab.ca](mailto:steve.andrejiw@woodbuffalo.ab.ca)
- 6) Telephone: (780) 799-8673

### **Age-friendly activities to date**

***Brief summary (500 words or less) of city/community's policies, programs and services targeted at older people and how are you planning to make your community more age-friendly.***

On June 24, 2014, the Regional Municipality of Wood Buffalo adopted Bylaw 14/021, creating an Advisory Committee on Aging with the vision of "aging with dignity." The committee (appointed by Council) is seeking the WHO Global Network of Age-friendly Cities and Communities designation to help the Municipality be proactive as residents age, especially considering the currently low percentage of seniors. This designation would help bring all senior-

related services under a united structure with an organized purpose – improving services for seniors and developing hard and soft infrastructure.

### **Engagement of older people**

#### ***How are you engaging and involving older people in the process of becoming a more age-friendly city or community?***

The Advisory Committee on Aging intends to conduct community engagements and town hall meetings with seniors, elders and other stakeholders within the first year. It is comprised of stakeholders representing seniors in one capacity or another. Functional engagement will also include stakeholders who sit on the Wood Buffalo Senior Resource Committee, which represents the various aspects of community senior life in the region. As well, the advisory committee will gather all relevant studies, surveys and engagement findings completed in the Municipality to extract and assess meaningful senior-related information. Seniors are also included in both the advisory and resource committees.

### **Cross-sector collaboration**

#### ***What mechanisms have you/are you planning to put in place to facilitate collaborative planning and implementation between different departments of the local administration and across sectors?***

The Advisory Committee on Aging will have an executive director responsible for the necessary initiatives to make the Regional Municipality of Wood Buffalo an age-friendly community. It will also have a dedicated team of Municipal employees to ensure inter-departmental consultation about planning. Council's approval of the project mandates that Administration be responsive, collaborative and involved. Lastly, the non-profits dealing specifically with seniors will be at the table from the beginning, working together toward the common goal of achieving the age-friendly designation.

### **Participation in the WHO Global Network of Age-friendly Cities and Communities**

#### ***How do you hope to contribute to the Global Network?***

We will help contribute to the Global Network by sharing our strategy and best practices in implementing the various objectives of the designation, offering support, encouragement and collaboration. The intent of the designation, as we interpret it, is to enhance the lives of seniors by creating communities that view the development of hard and soft infrastructures from their perspective and to their benefit. By becoming a member of the Global Network, we can assist other communities with similar goals to improve seniors' lives worldwide. This prospect is as exciting as it will be rewarding.

***What motivated your city to become a member of the Global Network?***

This initiative was identified by a local senior (Dave Hodson), supported by the newly-created Advisory Committee on Aging, and by Council on Jan. 9, 2015. The motivation is simple – to connect to an existing infrastructure and network that is aligned with the Municipality’s goals and initiatives. Support and ideas from like-minded communities will make the project more effective and efficient.

DRAFT

**Subject: Review of 2015 Operating Budget****APPROVALS:**

Kola Oladimeji, Director  
Elsie Hutton, Executive Director  
Bob Couture, Acting Chief Administrative Officer

**Administrative Recommendation:**

THAT Audit and Budget Committee recommend that Council support the discretionary spending reductions of \$14,056,400 as identified by Administration within the 2015 Operating Budget.

**Summary:**

On March 10, 2015, Council supported a Notice of Motion – Review of 2015 Operating Budget. Administration was directed to review the 2015 Operating Budget for any cost reductions in discretionary spending. Administration has undertaken an expedited review in order to report back to the Audit and Budget Committee by March 17, prior to the March 24 Council meeting. The initial review has resulted in a proposed reduction of \$14,056,400, 2.8% of the approved 2015 Operating Budget.

**Background:**

Discretionary spending can be defined as expenses that are established and adjusted on an annual basis that do not impact service delivery in the short-term. Examples of discretionary spending include, but not limited to, training and development, business travel, materials, goods and supplies, and contracted resources for non-critical projects. In some cases, maintenance can be discretionary but typically cannot be foregone for the longer term without impacting service delivery or a capital asset. A determination of whether to budget for the continued reduction in the next budget cycle would be considered based on the impact.

Training and development costs have been reduced with only mandatory training occurring until the Learning and Development Policy and Procedure are approved. The 2015 budget was developed without this guiding policy and procedure in place. In addition, there will be increased focus on internal training opportunities.

Administration typically commences updating yearend projections after the first quarter of the year. The updated year-to-date financial status as well as yearend projections are provided quarterly to Audit and Budget Committee. In consideration of the Notice of Motion, Administration will take a more aggressive approach to reduce discretionary spending and continue to achieve operational efficiencies. Staff at all levels of the organization, where possible, participate in the ongoing review of spending reductions and operational efficiencies.

The identification of proposed reductions in discretionary spending does not take into consideration other areas of the budget that are considered during the first quarter financial status update. For example, revenue shortfalls have not been reviewed or projected to yearend. In addition, there is a significant risk relative to assessment appeals that are unknown until the appeal deadline passes on May 1. Subsequent to May 1, an estimate of potential appeal losses will be projected. Assessment roll information is currently being reviewed to confirm whether the anticipated new construction growth will be realized as budgeted for 2015.

**Budget/Financial Implications:**

The discretionary spending reductions identified will be included in the first quarter financial status update in addition to projection updates for other areas of the operating budget. The projections will continue to be updated as new information becomes available. There is a risk that the discretionary spending reductions may be required to offset revenue shortfalls in other areas. The \$14,056,400 proposed discretionary spending reductions were in the following areas:

Contracted and general services	\$13,236,200	94%
Materials, goods and supplies	687,200	5%
Small equipment and furnishings	133,000	1%
Total	<u>\$14,056,400</u>	<u>100%</u>

The contracted and general services reduced spending includes:

Contracted services	\$ 5,675,000 (deferral and in-house delivery)
Consulting and professional fees	4,322,600 (deferral and in-house delivery)
Employee-related	2,095,700 (includes training, recruitment, travel etc.)
Other	<u>1,142,900</u>
Total	<u>\$13,236,200</u>

**Rationale for Recommendation:**

Administration does not anticipate a short-term impact of the discretionary spending reductions proposed. A more holistic review will form part of the first quarter financial status update that will be presented to Audit and Budget Committee as part of our normal reporting cycle.