



## **Council Meeting**

Jubilee Centre Council Chamber  
9909 Franklin Avenue, Fort McMurray

Tuesday, September 13, 2016  
6:00 p.m.

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## **Agenda**

### **Call To Order**

### **Adoption of Agenda**

### **Minutes of Previous Meetings**

1. Minutes from Council Meeting - September 6, 2016

### **Reports**

2. Sustainable Development Committee Recommendation – Social Procurement Framework  
- delegations
3. Sustainable Development Committee Recommendation – Engaging Youth Report  
- delegations
4. Proposed 2017 Budget Preparation Work Plan  
- delegations

5. 2016 Capital Budget Amendments – New, Cancelled, Revised and Deferred Projects  
- delegations
6. Second Quarter 2016 Financial Performance Update  
- delegations

**Councillors' Motions**

7. Municipal Fee Structure Relating to Residential Development and Building Permits  
- delegations

**Adjournment**

**Unapproved Minutes of a Meeting of the Council of the Regional Municipality of Wood Buffalo held in the Council Chamber at the Municipal Offices in Fort McMurray, Alberta, on Tuesday, September 06, 2016, commencing at 6:00 p.m.**

**Present:** M. Blake, Mayor  
L. Bussieres, Councillor  
J. Cardinal, Councillor  
S. Germain, Councillor  
K. McGrath, Councillor  
P. Meagher, Councillor  
J. Stroud, Councillor  
C. Tatum, Councillor  
A. Vinni, Councillor  
C. Voyageur, Councillor (via teleconference)

**Absent:** T. Ault, Councillor

**Administration:** K. Scoble, Deputy Chief Administrative Officer  
D. Bendfeld, Executive Director  
R. Billard, Acting Executive Director  
B. Couture, Executive Director  
E. Hutton, Executive Director  
D. Leflar, Chief Legislative Officer  
A. Rogers, Senior Legislative Officer  
J. Brown, Supervisor, Legislative Services  
S. Harper, Legislative Officer

**Call To Order**

Mayor M. Blake called the meeting to order at 6:04 p.m.

**Adoption of Agenda**

Moved by Councillor C. Tatum that the Agenda be adopted as presented.

Councillor S. Germain served the following Notice of Motion to be presented during the Council Meeting of September 13, 2016:

“That Administration review the municipal fee structure relating to residential development and building permits and all fees associated therein, specific to the properties destroyed or damaged by the wildfire of May 2016, and report back to Council with recommendations for possible fee amendments no later than September 27, 2016.”

Voting then occurred on Councillor C. Tatum’s motion:

CARRIED UNANIMOUSLY

**Minutes of Previous Meetings****1. Minutes from Council Meeting - August 16, 2016**

Moved by Councillor K. McGrath that the Minutes of the Council Meeting held on August 16, 2016 be approved as presented.

CARRIED UNANIMOUSLY

**2. Minutes from Special Council Meeting - August 30, 2016**

Moved by Councillor J. Stroud that the Minutes of the Special Council Meeting held on August 30, 2016 be approved as presented.

CARRIED UNANIMOUSLY

**Recognition****3. Proclamations**

- Prostate Cancer Awareness Month, September 2016

- Muscular Dystrophy Awareness Month, September 2016

(6:16 p.m. – 6:17 p.m.)

Mayor M. Blake gave a brief overview of the proclamations issued for September 2016.

**Bylaws****4. Bylaw No. 16/020 - Land Use Bylaw Amendment - Wildfire Recovery Overlay**

(6:18 p.m. – 6:28 p.m.)

**Bob Couture, Executive Director, Planning and Regional Development**, provided a brief overview of the proposed bylaw, which would add a Wildfire Recovery Overlay to the Land Use Bylaw.

Moved by Councillor C. Tatum:

- That Bylaw No. 16/020, being a Land Use Bylaw amendment to add a Wildfire Recovery Overlay, be read a first time; and
- That the required public hearing for Bylaw No. 16/020 be held at 6:00 p.m. on Tuesday, September 27, 2016.

CARRIED UNANIMOUSLY

**Councillors' Motions****5. Overtime Compensation for Municipal Employees**

(6:29 p.m. – 7:30 p.m.)

**Exit and Return:**

Councillor K. McGrath exited the meeting at 6:29 p.m. and returned at 6:31 p.m.

Councillor S. Germain put the following motion forward for consideration:

“THAT Administration is hereby directed to fairly compensate with pay municipal employees, for overtime hours worked from May 1, 2016 until such time as the State of Local Emergency ends, including the time following May 1, 2016 during which a Provincial State of Emergency was in effect, such compensation to be:

- (a) in accordance with the terms of collective agreements for all employees covered by collective agreements; and
- (b) for employees at Director-level and below not covered by collective agreements at a rate equal to the employee’s regular hourly rate for any hour or portion of an hour worked in a calendar week above 35 hours up to 44 hours, and at a rate equal to 1.5 times the employee’s regular hourly rate for any hour or portion of an hour worked in a calendar week above 44 hours, as approved by the employee’s immediate supervisor.
- (c) for employees to whom time off in lieu of pay for overtime hours worked in response to the wildfire emergency has been offered, the employee will have the option of accepting time in lieu of instead of overtime pay.

THAT Administration is further directed to submit the total sum of all such overtime payments made to municipal employees to the Government of Alberta as a claim for reimbursement under the Disaster Recovery Program so as to minimize the impact to Wood Buffalo taxpayers and in keeping with the principle of fiscal responsibility.

THAT Administration is further directed to ensure that the monetary overtime compensation is communicated to employees and that eligible employees are paid in accordance therewith no later than October 6, 2016.

THAT Administration is further directed to develop a policy for Council’s consideration respecting compensation for employees who are required to work overtime as a result of an emergency or disaster in the Municipality.”

Councillor S. Germain then indicated that he wished to make a friendly amendment to his own motion as originally served, asking that “hereby directed” as it appears in the first bullet be deleted and replaced with “requested” in the first sentence.

**Jim Rogers, resident**, expressed his support for the motion.

**Paul McLeod, resident**, spoke in opposition to the motion, citing that private sector employees are also working significant overtime.

Point of Order:

Councillor P. Meagher called a point of order, citing that the Mayor was engaging in an off-topic conversation with the delegate unrelated to the agenda item. The point of order was upheld by the Mayor.

**Arianna Johnson, resident**, spoke in support of compensation for municipal employees for overtime hours worked during the evacuation, citing that the Municipality must do all it can to retain employees to avoid high post-evacuation turnover.

Exit and Return:

Councillor C. Voyageur disconnected from the meeting at 7:06 p.m. and reconnected at 7:09 p.m.

Assuming of the Chair

Deputy Mayor L. Bussieres assumed the Chair at 7:20 p.m. to allow Mayor M. Blake to put forward the following amending motion for consideration:

Moved by Mayor M. Blake that the motion be amended by deleting the words “at Director-level and below” from subsection (b).

Exit:

Councillor C. Voyageur disconnected from the meeting at 7:28 p.m.

CARRIED

For: M. Blake, J. Cardinal, S. Germain, K. McGrath, P. Meagher, J. Stroud, C. Tatum, A. Vinni

Opposed: L. Bussieres

Reassuming of the Chair

Mayor M. Blake reassumed the Chair at 7:29 p.m.

Voting then occurred on the main motion, as amended, which now reads as follows:

Moved by Councillor S. Germain:

- That Administration is requested to fairly compensate with pay municipal employees, for overtime hours worked from May 1, 2016 until such time as the State of Local Emergency ends, including the time following May 1, 2016 during which a Provincial State of Emergency was in effect, such compensation to be:
  - (a) in accordance with the terms of collective agreements for all employees covered by collective agreements; and
  - (b) for employees not covered by collective agreements at a rate equal to the employee's regular hourly rate for any hour or portion of an hour worked in a calendar week above 35 hours up to 44 hours, and at a rate equal to 1.5 times the employee's regular hourly rate for any hour or portion of an hour worked in a calendar week above 44 hours, as approved by the employee's immediate supervisor.
  - (c) for employees to whom time off in lieu of pay for overtime hours worked in response to the wildfire emergency has been offered, the employee will have the option of accepting time in lieu of instead of overtime pay;

- That Administration is further directed to submit the total sum of all such overtime payments made to municipal employees to the Government of Alberta as a claim for reimbursement under the Disaster Recovery Program so as to minimize the impact to Wood Buffalo taxpayers and in keeping with the principle of fiscal responsibility;
- That Administration is further directed to ensure that the monetary overtime compensation is communicated to employees and that eligible employees are paid in accordance therewith no later than October 6, 2016; and
- That Administration is further directed to develop a policy for Council's consideration respecting compensation for employees who are required to work overtime as a result of an emergency or disaster in the Municipality.

CARRIED

For: M. Blake, L. Bussieres, J. Cardinal, S.  
Germain, K. McGrath, P. Meagher, C.  
Tatum, A. Vinni

Opposed: J. Stroud

### **Adjournment**

As all scheduled business matters had been concluded, Mayor M. Blake declared the meeting adjourned at 7:31 p.m.

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Mayor

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Chief Legislative Officer





**Subject: Sustainable Development Committee Recommendation –  
Social Procurement Framework****Sustainable Development Committee Recommendations:**

THAT the Social Procurement framework be accepted as information; and

THAT Administration be directed to proceed with the pilot plan.

**Summary and Background:**

At the September 6, 2016 Sustainable Development Committee meeting, Administration presented a recommendation to the Committee respective to the Adoption of a Social Procurement Framework. At that meeting, the Sustainable Development Committee passed the following resolution:

THAT the following be recommended for Council approval:

“THAT the Social Procurement framework be accepted as information; and

THAT Administration be directed to proceed with the pilot plan.”

**Attachments:**

- I. Sustainable Development Committee Report – Adoption of a Social Procurement Framework
- II. September 6, 2016 Unapproved Sustainable Development Committee Meeting Minutes



# SUSTAINABLE DEVELOPMENT COMMITTEE REPORT

Meeting Date: September 6, 2016

**Subject: Adoption of a Social Procurement Framework****APPROVALS:**

Ted Zlotnik, Director  
Terry Hartley, Acting Executive Director  
Marcel Ulliach, Chief Administrative Officer

**Administrative Recommendations:**

That the following be recommended to Council for approval:

THAT the Social Procurement framework be accepted as information; and

THAT Administration be directed to proceed with the pilot plan.

**Summary:**

On January 26, 2016, Council approved a request from Administration to develop a Social Procurement framework in consultation with stakeholders. Since that time Administration has created both a Social Procurement framework and a pilot plan for implementation.

**Background:**

The Regional Municipality of Wood Buffalo will become the first municipality in Alberta to adopt a Social Procurement framework. The next step is a pilot phase, during which the Municipality will engage with key stakeholders in a process to develop the region's collective capacity to leverage existing spend to achieve targeted and desirable community benefits.

In 2015, Supply Chain managed approximately 215 market requests which included 35 Tenders; 82 Request for Quotes (RFQs) and 98 Requests for Proposals (RFPs). Administration recommends utilizing the market solicitation mechanism as a tool to drive community value. Social Procurement represents a significant opportunity for the Municipality to take a more strategic approach to procurement. The pilot will explore and develop new ways to leverage the region's supply chain to achieve important and targeted community outcomes.

Tenders typically represent higher value infrastructure contracts, whereas RFQs are used primarily to acquire services such as landscaping and snow clearing. The RFP process is most often used to source professional consulting services, such as engineering requirements. In challenging economic times, governments, businesses, non-profit organizations and citizens must all work together to do more with less and to support those who are the most disadvantaged in our region. Eventually we want to develop a pre-approved list of preferred socially proactive suppliers.

The pilot project has been designed to achieve community benefits by building Social Procurement capacity across key sectors in the region.

**Strategic Plan Linkages:**

Pillar 1 – Building Responsible Government

Pillar 3 – Vibrant Economy

**Attachments:**

1. Regional Municipality of Wood Buffalo Social Procurement Framework
2. Cumberland Community Benefit Agreement Example
3. Pilot Plan

## **Regional Municipality of Wood Buffalo Social Procurement Framework <sup>1</sup>**

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### **Social Procurement in context**

Social Procurement is a growing practice that seeks to better leverage tax dollars to achieve positive social outcomes in keeping with community values and strategic objectives. By adopting this Social Procurement framework, the Municipality is taking an innovative, pro-active approach to community socio-economic development.

Public sector spending represents a significant portion of the region's economy. "Council stands behind our business community and looks forward to seeing the new Social Procurement framework take shape," said Mayor Blake. "We are proud to be the first municipality in Alberta to take this step – it will really help as we work together to strengthen our region from the ground up."

With billions in federal stimulus spending about to flow, interest in Social Procurement is on the rise. In November 2015, Prime Minister Trudeau specifically included Social Procurement in his mandate letter to Federal Procurement Minister Foote, communicating the need to modernize public sector procurement and signaling a new era for the advancement for social innovation and Social Procurement across Canada.

In February 2014, Social Procurement became law across Europe. Community Benefit Agreements are being added to public sector contracts in Ontario and Quebec. Nova Scotia is about to follow. This is good preparation for CETA, which unlike NAFTA, will impact municipal procurement. Toronto is poised to create Canada's first Social Procurement policy. The Municipality is demonstrating municipal leadership by becoming the first municipality in Alberta to adopt a social procurement framework. The primary objective driving the first phase of the Regional Municipality of Wood Buffalo Social Procurement Framework is economic development.

### **Regional Municipality of Wood Buffalo - Social Procurement Framework**

The Municipality is committed to a procurement process for goods and services that takes into account ethical procurement and social procurement considerations. Vendors and potential vendors to the Municipality must respect fundamental human rights, treat their workers fairly and with respect.

### **Definitions of Ethical and Social Procurement are as follows:**

- **Ethical Procurement**

Ethical purchasing is a values-based approach to procurement that seeks to do no harm to society broadly. Ethical procurement is conducted in an open and transparent way that demonstrates honesty, integrity and professionalism; optimizing resources to deliver maximum

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<sup>1</sup> The Regional Municipality of Wood Buffalo Social Procurement Framework designed by Sandra Hamilton

total value to the taxpayer.

- **Social Procurement**

Social Procurement better leverages tax dollars to achieve positive social outcomes in keeping with community values and strategic objectives. Social purchasing promotes economic development and supply chain diversity by working to improve access for micro, small-medium enterprises (SME's) and equity seeking social enterprises. In supporting the development of a social enterprise ecosystem, social procurement also promotes inclusion and employment for disadvantaged groups, which contributes to the improved health and well-being of the entire community.

Also known as Social Impact Purchasing or Socio-Economic Purchasing, Social Procurement signals to the marketplace that this community seeks to conduct business with companies that enhance rather than diminish social value.

**The Regional Municipality of Wood Buffalo is committed to:**

- (a) Work cooperatively with vendors and other key stakeholders to advance Corporate Social Responsibility in the business community by promoting ethical procurement considerations and by encouraging vendors and subcontractors to work towards the highest possible ethical standards whenever practical;
- (b) Develop a vendor community that exhibits leadership in Corporate Social Responsibility through its efforts to continuously improve best practices that protect the welfare of workers and the environment, and encourage sound social stewardship, all the while maintaining a competitive position in the market;
- (c) Embed ethical, social and economic performance criteria into Municipal supply chain procedures, processes and activities;
- (d) Ensure compliance with these principles by reserving the right to request external independent certifications, supplier disclosures, certifications and other reports as and when needed.

**What is Social Public Procurement?**

- Social Procurement better leverages tax dollars to achieve desirable and targeted social impact
- The Social Procurement framework aligns procurement with community values and strategic priorities
- Social Procurement seeks to balance the needs of People, Planet & Profit
- Social Procurement “*Moves beyond the do no harm of the environmental movement, to proactively do some good*” says Sandra Hamilton, the Municipality’s consultant and a leading

social procurement advisor in Canada.

Over the last thirty years the environmental movement has done an excellent job of educating and increasing awareness surrounding the importance of developing more sustainable practices. This has led to considerable changes in behaviours and societal norms. Environmental considerations in government procurement have now become normalized.

Social Procurement seeks to further leverage tax dollars to achieve broad societal goals, increasing equality and supply chain diversity, while contributing to improved community wellbeing through the blending and weighting of social, environmental and economic considerations in the procurement process.

Social Procurement leverages the public procurement process for goods and services, to advance positive economic, workforce, and social development outcomes<sup>2</sup>. Social Procurement blends financial and social considerations in public sector purchasing to deliver against two bottom lines:

1. A commitment to purchasing the best value services and products, in keeping with the MEAT criteria, the Most Economically Advantageous Tender; and,
2. A commitment to better leverage limited public resources to achieve positive strategic community outcomes<sup>3</sup>

### **Why is the Regional Municipality of Wood Buffalo creating a Social Procurement framework?**

- By expanding the traditional understanding of ‘best value’ in procurement, to include the generation of positive societal benefits, alongside high quality and competitive bids, the Municipality is working to maximize community benefits and deliver improved socio-economic returns for regional taxpayers, within the existing spend
- To ensure a sustainable and ethical approach to procurement, that is values aligned with the community vision and our Municipal Development Plan, constructed to support the strategic priorities
- To stimulate economic development
- To improve access to local government contracts for micro/small-medium enterprises and for equity seeking social enterprise groups
- To promote diversity and innovation through supply chain partnerships
- To stimulate growth and build the capacity of social enterprises in the community

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<sup>2</sup> Adapted from Social Procurement: Guide for Victorian Local Government. State Government of Victoria, AU. October, 2010

<sup>3</sup> Adapted from the [Toronto Social Procurement Framework](#), April 2013

## Key Pillars Guiding Social Procurement

1. The procurement process will continue to meet all the principles of fairness, integrity, accountability and transparency, while also screening for transformational opportunities to enhance social outcomes of broad benefit to the community.
2. In advance of carrying out any procurement, the framework imposes a responsibility on the public sector buyer to consider how the purchase might be better leveraged to enhance the economic, social or environmental wellbeing of the region; to improve access for micro, small businesses and/or social enterprises; or to promote innovation<sup>4</sup>.
3. When planning high social impact procurement opportunities, e.g. Service contracts for work such as janitorial, landscaping etc., this responsibility includes a requirement to engage in reasonable outreach to engage equity-seeking businesses/social enterprises.
4. The procurement framework continues to evaluate:-  
1) Quality 2) Price 3) Environmental, while adding the fourth component 4) Social

Procurement will continue to be compliant with the obligations set out in both domestic and International Trade Agreements (NWPTA, AIT, etc.).

## The Key Social, Employment and Economic Goals are:-

- Contribute to a stronger economy within the Community/Region
- Increase diversity among vendors
- Improve supply chain access for micro, small business and social enterprises
- Increase the number of good quality jobs, with benefits, for full-time residents
- Create jobs for disadvantaged groups and increase social inclusion, by improving contract access for equity-seeking groups, such as social enterprises
- Improve and enhance public spaces
- Increase training and apprenticeship opportunities
- Help move people out of poverty, providing increased independence and sustainable employment for those in need while reducing the social impact on the community.
- Improve opportunities for meaningful independence and community inclusion for citizens living with disabilities

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<sup>4</sup> Adapted from the Scottish Social Procurement Act



- Stimulate an entrepreneurial culture of social innovation

### **Promotion of Contract Opportunities**

In addition to bid opportunities, at or above an applicable trade threshold being publicly posted on Alberta Purchasing Connection (APC). The Municipality also encourages potential vendors to self-register on the Municipal website through the vendor database to provide exposure for departmental quoting that is under threshold values.

### **Community Benefit Agreement (CBAs)**

CBA's are contractual obligations undertaken by bidders. Based upon learnings from the pilot phase, the Municipality will select an approach to determine when CBAs may be added to tenders and/or RFPs. The Municipal CBA evaluation criteria will be transparent and clearly defined in each procurement process.

Infrastructure planning and investment procurement will work to include Community Benefit Agreements in contracts. CBAs may be used on infrastructure projects to require contractors to develop recruitment programs for regional residents and/or to provide disadvantaged populations with construction work experience. In addition to hiring, apprenticeships and training targets, CBAs may also be used to improve public space within the community, or any other specific benefit as identified by the community.

### **Apprenticeship Plan**

Bidders entering into a procurement process for the construction or maintenance of large multi-year infrastructure projects (valued at over \$5 million) with a municipal asset shall provide a plan, which in the event of a successful bid, would outline the intended use of apprentices in the project construction and/or ongoing maintenance.

The plan will include the method by which the bidder intends to create employment and/or apprenticeship opportunities arising from the construction or maintenance contracts for regional residents and disadvantaged residents specifically from the community in which the infrastructure asset is located<sup>5</sup>.

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<sup>5</sup> Adapted language from Ontario Provincial Government, Bill 6, Infrastructure for Jobs and Prosperity Act, 2015

## **Cumberland Community Benefit Agreement Example**

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### **Community benefit clause section for tenders:**

The Council of the Village of Cumberland has adopted a Social Procurement framework, committing the Village to ethical purchasing with social values and environmental sustainability at its core. To this end, the Village's procurement is guided by the attached Social Procurement framework.

To be considered eligible to bid on this tender, bidders must comply with all employment and human rights laws relating to the tendered project and must meet all legal requirements related to workplace or workers' safety laws and regulations.

In addition, the proponent must satisfy at least two of the following goals or initiatives which are included in the Village's Social Procurement framework. Please outline how you currently satisfy, or how you plan to satisfy (if you are the successful proponent), at least two of the following goals or initiatives before the completion of the project:

1. Assist the Village in achieving any of the following key social, employment and economic goals as outlined in the attached Social Procurement framework:
  - contribute to a stronger local economy;
  - increase the number of local jobs that support young working families;
  - increase social inclusion, by improving contract access for equity-seeking groups, such as social enterprises;
  - enhance community arts and culture infrastructure;
  - improve and enhance public spaces;
  - help move people out of poverty, providing increased independence and sustainable employment for those in need;
  - improve opportunities for meaningful independence and community inclusion for citizens living with disabilities; and
  - stimulate an entrepreneurial culture of social innovation.
2. Provide financial or in-kind support to not for-profit community organizations that provide community benefits to Cumberland residents and businesses. (See the attached framework or find more information about the community benefits that the organizations can provide at [cumberland.ca/community-grant-program](http://cumberland.ca/community-grant-program)).
3. Employ residents of the Village of Cumberland on this project.
4. Employ apprentices/trainees (preferably Cumberland residents) on this project.
5. Assist the Village (financially or in-kind) with any of the initiatives contained within the attached draft 2016 Council Strategic Priorities, if you are awarded the contract for this project.

## Pilot Plan

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During the pilot phase the Municipality will work closely with an external Social Procurement advisor and key stakeholders to conduct two procurement engagements in each of the three market segments identified below. Each has been identified as presenting the best opportunity to increase social and/or economic value in the community.

1. Community Benefit Agreements (CBAs) in infrastructure contracts
2. Building social capacity in the private sector marketplace
3. Improved supply chain access for micro, small-medium enterprises (SMEs), and social enterprises

### Pilot #1 Community Benefit Agreements in Infrastructure

#### Tender Pilot:

Test the potential of CBAs in tenders for large infrastructure projects.

#### Objectives:

- To model how the Municipality supply chain partners can contribute to the community
- To engage key stakeholders in this new process
- To learn from the pilot and adjust pre-procurement engagement and post-procurement evaluation accordingly
- To build regional market capacity to respond to CBA requirements in public sector contract

The Village of Cumberland BC, Canada's first Buy Social certified municipality, provides one example whereby the social criteria is first assessed in a pre-qualifying phase. Only pre-qualified bidders are then invited to proceed into the conventional tender process, which evaluates against tightly defined technical specifications, capability, and price point.

#### Outcome Metrics:

- Stretch supply chain partners to deliver more community benefits
- Job creation for disadvantaged regional residents
- Apprenticeship opportunities for regional residents
- Enhanced community infrastructure i.e. parks, child care centres, etc.

#### Key Partners:

- Fort McMurray Construction Association (FMCA)
- Chamber of Commerce
- Northeastern Alberta Aboriginal Business Association (NAABA)

## **Pilot #2 Building Social Capacity in the Private Sector Marketplace**

### **RFP Pilot:**

Utilize contract structure & test social value weightings in evaluation criteria

### **Objectives:**

- To proactively seek social value opportunities in procurement process
- To encourage private sector businesses bidding on the Municipality's contracts to build social capacity and be proactive partners in delivering social value in the community
- To stimulate more socially responsible hiring practices among suppliers the Municipality will work to pre-approve firms based, in part, on their inclusive hiring practices

### **Outcome Metrics:**

- A more socially responsible and diverse supply chain
- More socially responsible businesses in the supply chain
- More enterprising non-profits in the supply chain

### **Key Partners:**

- Vendor community

## **Pilot #3: Improved Supply Chain Access for Micro, SMEs and Social Enterprises**

### **Three Quote Pilot:**

"Three quotes" procurement pilot for below threshold purchasing for goods and services between \$10K and \$75K and for construction projects under \$200K. Estimated spend is about \$3M/year, based on 2015 spend information.

### **Objectives:**

- To simplify the procurement process and to include micro businesses to compete for appropriate contract opportunities offered by the Municipality
- To promote vendors to self-register through the online vendor registry
- To improve supply chain access for micro, SMEs and social enterprises

### **Outcome Metrics:**

- To diversify the supply chain, with more micro businesses and social enterprises providing goods and services to the region. More regional cross-sector, cross culture dialogue and cooperation

### **Key Partners:**

- All internal departments requiring goods and services
- Economic Development department
- Rural relations and community engagement

**Unapproved Minutes of a Meeting of the Sustainable Development Committee held in the Council Chamber at the Municipal Offices in Fort McMurray, Alberta, on Tuesday, September 06, 2016, commencing at 4:00 p.m.**

**Present:** C. Tatum, Chair  
J. Cardinal, Councillor  
P. Meagher, Councillor

**Administration:** K. Scoble, Deputy Chief Administrative Officer  
R. Billard, Acting Executive Director  
D. Bendfeld, Executive Director  
B. Couture, Executive Director  
E. Hutton, Executive Director  
A. Rogers, Senior Legislative Officer  
D. Soucy, Legislative Officer

**Call to Order**

Chair C. Tatum called the meeting to order at 4:00 p.m.

**1. Adoption of Agenda**

Moved by Councillor P. Meagher that the Agenda be adopted as presented.

CARRIED UNANIMOUSLY

**Minutes of Previous Meeting**

**2. Minutes from Sustainable Development Committee Meeting - April 5, 2016**

Moved by Councillor P. Meagher that the Minutes of the Sustainable Development Committee meeting held on April 5, 2016 be approved as presented.

CARRIED UNANIMOUSLY

**New and Unfinished Business**

**3. Adoption of Social Procurement Framework**  
(4:01 p.m. – 4:18 p.m.)

**Ted Zlotnik, Director, Supply Chain Management, Tanya MacAulay, Procurement Manager, and Laurie Gaudet, Procurement Supervisor**, presented an overview of the proposed social procurement framework and pilot plan.

**Entrance**

Councillor J. Cardinal entered the meeting at 4:06 p.m.

Moved by Councillor J. Cardinal that the following be recommended to Council for approval:

- That the Social Procurement Framework be accepted as information; and
- That Administration be directed to proceed with the pilot plan.

CARRIED UNANIMOUSLY

#### **4. Engaging Youth Report**

(4:19 p.m. – 4:27 p.m.)

**Heather Evasiuk, Manager, Neighbourhood and Community Development, and Julie Dolmont, Community Strategies Coordinator**, provided a summary of the Engaging Youth report, noting that positive youth development is supported by providing meaningful, youth-friendly programs, services and activities.

Moved by Councillor P. Meagher that the following be recommended for Council approval:

That the “Engaging Youth” report dated April 2016 be approved as an internal municipal guiding document.

CARRIED UNANIMOUSLY

#### **5. Review of the Fort McMurray Boys and Girls Club Presentation Requests**

(4:28 p.m. – 4:33 p.m.)

**Heather Evasiuk, Manager, Neighbourhood and Community Development**, provided a brief overview of the report, noting that the requests of the Fort McMurray Boys and Girls Club which fall within the Municipality’s jurisdiction are already being met by the Community Services Department and its community partners.

Moved by Councillor P. Meagher that the Community Services Department, in collaboration with the Fort McMurray Boys and Girls Club and other community stakeholders, continue to address the needs of children and youth through its ongoing programs, projects and initiatives.

CARRIED UNANIMOUSLY

#### **6. Zero Waste Initiative Status Update**

(4:34 p.m. – 5:05 p.m.)

**Leslie Burke, Director, Sustainable Operations, and Amie McGowan, Manager, Sustainable Operations**, presented an update on the Zero Waste Initiative, highlighting the environmental, economic and social benefits of the project to the Municipality.

**Adjournment**

As all scheduled business matters had been concluded, Chair C. Tatum declared the meeting adjourned at 5:05 p.m.

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Chair

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Chief Legislative Officer





**Subject: Sustainable Development Committee Recommendation –  
Engaging Youth Report**

**Sustainable Development Committee Recommendation:**

THAT the “Engaging Youth” report dated April 2016 be approved as an internal municipal guiding document.

**Summary and Background:**

At the September 6, 2016 Sustainable Development Committee meeting, Administration presented a recommendation to the Committee respective to the Engaging Youth report. At that meeting, the Sustainable Development Committee passed the following resolution:

THAT the following be recommended for Council approval:

“THAT the “Engaging Youth” report dated April 2016 be approved as an internal municipal guiding document.”

**Attachments:**

- I. Sustainable Development Committee Report – Engaging Youth Report
- II. September 6, 2016 Unapproved Sustainable Development Committee Meeting Minutes



# SUSTAINABLE DEVELOPMENT COMMITTEE REPORT

Meeting Date: September 6, 2016

**Subject: Engaging Youth Report****APPROVALS:**

Carol Bouchard, Director  
Dale Bendfeld, Executive Director  
Marcel Ulliac, Chief Administrative Officer

**Administrative Recommendation:**

THAT the following be recommended for Council approval:

THAT the “Engaging Youth” report dated April 2016 be approved as an internal Municipal guiding document.

**Summary:**

Based on consultation with a diverse cross-section of youth and youth service providers in the Regional Municipality of Wood Buffalo, the Community Services Department (CSD) has developed an internal guiding document about how Administration can successfully interact and collaborate with young people. The Engaging Youth report outlines a series of recommendations and actions to more effectively engage and involve youth in the community and decisions that affect them. It should be used as a tool, when appropriate, in the process of developing programs and services that will help them grow up to be healthy, caring, responsible and productive adults. Implementation of the recommendations and actions will be further reviewed collaboratively with various Municipal departments and community partners to identify initiatives that are already underway and other actions that are most achievable.

**Background:**

In 2011, a group of organizations and agencies, including the Municipality, polled 3,151 young people aged 12 to 18 years using the Search Institute’s Profiles of Student Life: Attitude and Behavior Survey. The Search Institute is an independent, non-profit organization that conducts research about what children need to succeed. In a framework that is now widely used across the globe, it has identified 40 “developmental assets” for positive youth development. These building blocks fall into eight categories: Support, boundaries and expectations, commitment to learning, positive values, positive identity, social competencies, constructive use of time, and empowerment.

The average number of assets reported by respondents in the region was 17.8: 19 percent reported 0 to 10 assets; 43 percent, 11 to 20; 32 percent, 21 to 30, and a mere 5 percent, 31 to 40. Considering the survey findings and the Municipality’s growing youth demographic, it became critical to gain greater insight into the current and future needs of the region’s youth in this age category.

In 2014, CSD introduced a plan, goals and process to develop a youth strategy at an engagement session with agencies serving youth and community organizations. The participants were asked to identify and provide insight and perspective about youth issues and service gaps.

In 2015, there was further engagement with a diverse cross-section of 435 youth aged 12 to 18 years. They shared their opinions and perspectives about the services and resources available to them. With this input, the Engaging Youth report was created to help the Municipality better provide services to and address the needs of youth in the region now and in the future.

### **Rationale for Recommendation:**

The three main recommendations in the report came directly from the input and feedback of young people involved in the engagements. The most common themes that emerged from the consultations were to: Make engagement more effective, improve programs and improve services.

The report aligns with Pillars 2, 3, 5 and 7 of the 2015-2017 Strategic Plan. Report findings indicate that engaging youth will lead to a greater understanding about what makes Municipal facilities, activities and services more accessible and attractive to youth. It will contribute to the delivery of high-quality, well-planned services for youth and ultimately improve quality of life.

### **Strategic Plan Linkages:**

Pillar 2 - Building Balanced Regional Services  
Pillar 3 - Building a Vibrant Economy Together  
Pillar 5 - Building a Reliable Transportation System  
Pillar 7 - Building for a Healthy and Active Lifestyle

### **Attachment:**

1. Engaging Youth Report dated April 2016

# ENGAGING YOUTH



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

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## MOVING FORWARD



# EXECUTIVE SUMMARY

In November 2011, a group of agencies and organizations, including the Regional Municipality of Wood Buffalo, polled 3,151 young people aged 12 to 18 years, in Grades 7 to 12, using the Search Institute's Profiles of Student Life: Attitude and Behaviors survey.

The Search Institute is an independent, non-profit organization that conducts research about what children need to succeed, offering resources and expertise. It has identified 40 "developmental assets" that help children grow up to be healthy, caring, responsible and productive adults. This framework is the predominant approach to research on positive youth development and is used across the world. (<http://www.search-institute.org/research/developmental-assets>)

These building blocks represent a wide range of skills, experiences, relationships and behaviours falling into eight categories: Support; empowerment; boundaries and expectations; constructive use of time; commitment to learning; positive values; social competencies, and positive identity. Some of the assets are internal, emphasizing the qualities that youth should develop and strengthen as they transition into adulthood; others are external, reflecting the ways in which youth are influenced by the world around them. The relationship between external and internal assets is significant. The presence of strong external assets will encourage strong internal assets and vice versa.

**With so many changes, new experiences and obstacles to overcome, the stage between childhood and adulthood is difficult. Youth are developing the skills, qualities and traits that will help them become successful adults. It is important that they are given the tools required for a positive transition.**

The average number of assets reported by the Wood Buffalo respondents was 17.8: 19 percent reported 0 to 10 assets; 43 percent, 11 to 20; 32 percent, 21 to 30, and a mere 5 percent, 31 to 40.

Based on studies of more than four million young people, the Search Institute has determined that the more assets that youth have, the less likely they are to engage in a wide range of high-risk behaviours (e.g., problem alcohol use, illicit drug use, violence and sexual activity) and the more likely they are to thrive (e.g., do well in school, be civically engaged and value diversity). Indeed, the Search Institute has found that regardless of community size or geography, youth typically lack support.

Considering the survey findings and the Municipality's growing youth demographic (young people aged 10 to 19 represented 10 per cent of the population in 2012, according to the Municipal Census), there was a clear need to gain greater insight into the current and future needs of regions youth, including resources, services, programs and activities. The goal became to develop a guide on:

- **HOW** to engage youth and involve them in the decisions that affect them.
- **HOW** to provide "youth-friendly" programs and services.
- **HOW** to integrate the 40 developmental assets into current service delivery.



# 40 DEVELOPMENTAL ASSETS

## SUPPORT

- Family Support
- Positive Family Communication
- Other Adult Relationships
- Caring Neighbourhood
- Caring School Climate
- Parent Involvement in Schooling

## BOUNDARIES & EXPECTATIONS

- Family Boundaries
- School Boundaries
- Neighbourhood Boundaries
- Adult Role Models
- Positive Peer Influence
- High Expectations

## COMMITMENT TO LEARNING

- Achievement Motivation
- School Engagement
  - Homework
- Bonding to School
- Reading for Pleasure

## POSITIVE VALUES

- Caring
- Equality & Social Justice
- Integrity
- Honesty
- Responsibility
- Restraint

## POSITIVE IDENTITY

- Personal Power
- Self-Esteem
- Sense of Purpose
- Positive View of Personal Future

## SOCIAL COMPETENCIES

- Planning & Decision-Making
- Interpersonal Competence
  - Cultural Competence
  - Resistance Skills
  - Peaceful Conflict Resolution

## CONSTRUCTIVE USE OF TIME

- Creative Activities
- Youth Programs
- Religious Community
- Time at Home

## EMPOWERMENT

- Community Values Youth
- Youth as Resources
- Service to Others
- Safety



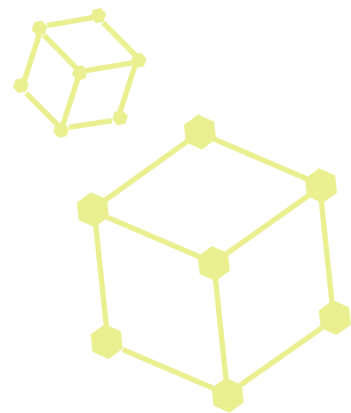
**Demonstrate the Municipality's commitment to providing programs and services that value youth and foster a culture of positive youth engagement.**

In 2014, led by the Municipality's Community Services Department, a core working group of staff introduced a plan, goals and process at an engagement session with agencies serving youth and community organizations. They were asked to identify and provide insight and perspective about youth issues and service gaps.

In 2015, there was further engagement with a diverse cross-section of 435 young people – again, 12 to 18 years, in Grades 7 to 12 - ensuring that the strategy would be youth-led, youth-driven and youth-friendly, with the content and information based on interaction with young people in the region. They candidly offered their opinions, concerns, experiences and perspectives, and their willingness to share their stories and help promote positive change has been invaluable.

Based on this consultation, a series of recommendations and actions have emerged to effectively engage youth in the community, involve them in the decisions that affect them, provide appropriate programs and services and incorporate the 40 developmental assets in service delivery. This requires an internal action group spearheaded by the Community Services Department, with representatives from Education and Training, Transit, Public Affairs, Human Resources, RCMP and Bylaw Services and others as needed. It is also advised that the information gathered from the engagement sessions be shared with agencies serving youth in the region.

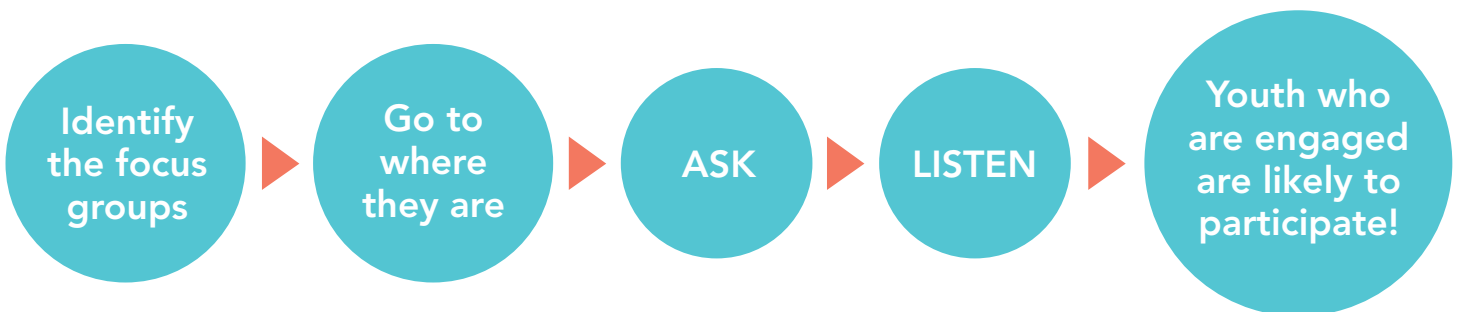
**The Mayor's Advisory Council on Youth (MACOY) and the Justin Slade Youth Foundation took part, as well as six schools – Composite High School, École McTavish Junior High Public School, Father Mercredi Community High School, Frank Spragins High School, Holy Trinity Catholic High School and Westwood Community High School.**



# RECOMMENDATIONS

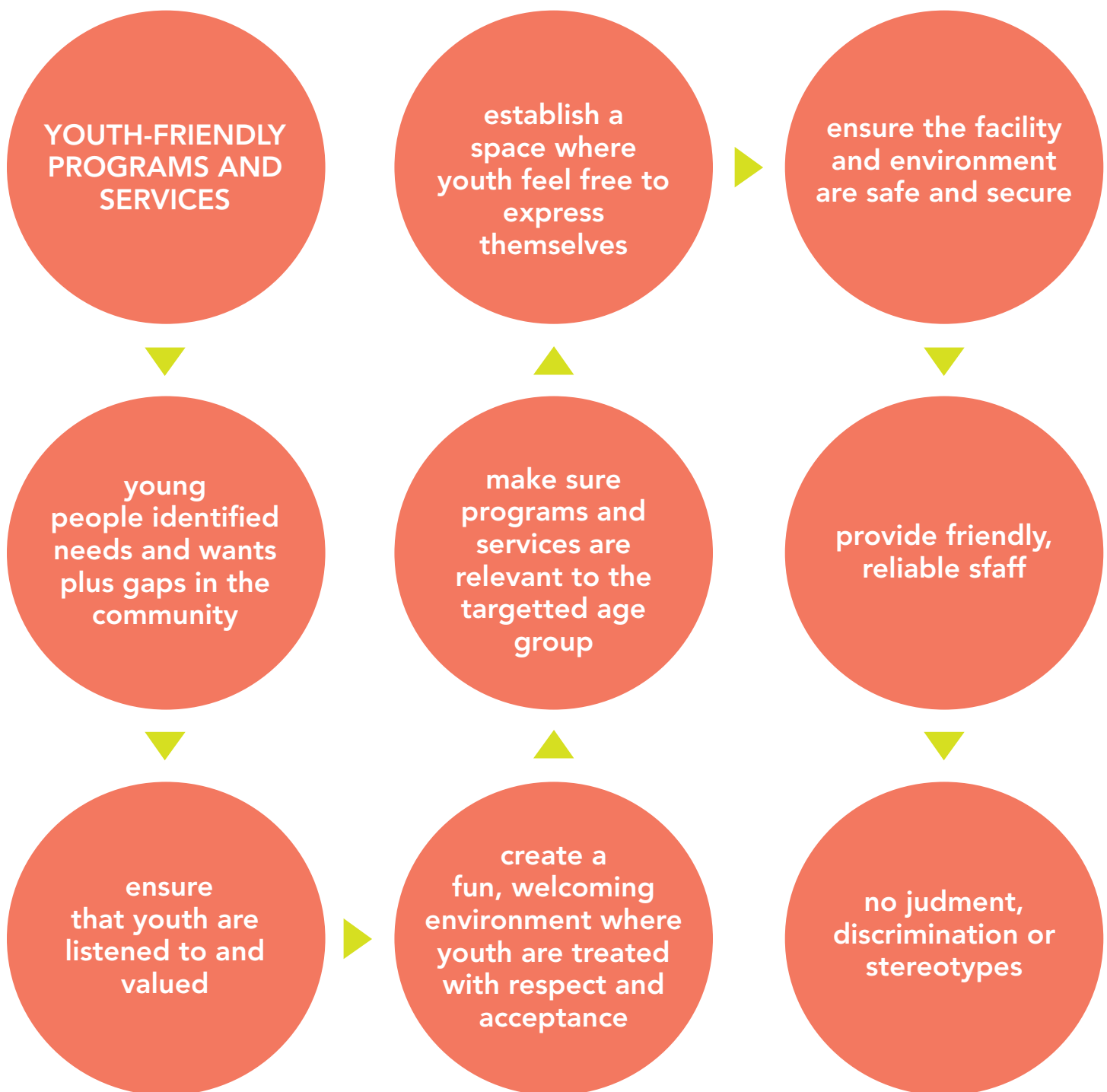
## EFFECTIVE ENGAGEMENT

- Involve youth in decision-making when establishing policies or programs designed for them or may impact them.
- Create positive relationships with school boards, agencies serving youth and community organizations in order to encourage effective youth engagement in the places where youth are.
- Develop engagement plans that specifically target youth; for example, organize monthly civic sessions at local schools (going to where the youth are) to seek input and feedback.
- Train on how to productively interact with and provide customer service to the youth demographic.



## IMPROVE PROGRAMS

- Greater focus on services for youth in the Community Investment Program grant process.
- Summer program events targeted at the 12-to-18 years demographic.
- Mentorship programs in the community at large, including Municipal staff and Council teaching youth about the civic process.
- More capacity to evaluate the impact of youth programs.
- Address age-related and other transition gaps in Municipal services.
- Investigate the option of including youth on Council-appointed committees.
- Perform an environmental scan of best practices for dedicated youth spaces, including hours of operation, staffing, training, programming, activities, physical infrastructure, transportation supports and healthy snacks.
- Support the creation of advocacy opportunities for youth.
- Invest in young artists and arts groups to develop youth-sensitive and appropriate communication materials that will promote key Municipal programs that serve youth needs and promote best practices in youth-led collaborative initiatives.



## IMPROVE SERVICES:

- Create models that will increase the capacity of staff who deal with youth to develop relationships and partnerships in the community.
- Work with youth to develop and maintain a youth portal on the Municipal website to serve as a centralized resource for the Municipality's services, programs and initiatives for young people.
- Evaluate the efficiency of transit services to ensure that transportation routes and service address the needs of youth.
- Collaborate with appropriate community stakeholders, agencies that deal with youth, organizations and service providers to explore the potential and options to expand youth services outside of the downtown core, especially in Timberlea.
- Encourage positive interactions between youth and law enforcement.
- Investigate safety and security procedures that pertain specifically to youth.
- Liaise with local industry about best practices in employing youth and how to have food and retail establishments that are youth-friendly; develop metrics to evaluate short-, medium- and long-term outcomes from engagement with industry/retail establishments.



**The Municipality aims to ensure that youth feel encouraged, supported and valued.**

**Young people should be able to pursue their interests and participate in the community free from judgment, stereotypes and barriers.**

**Youth perspectives are valuable and should be considered in all aspects of community development and planning.**

# 2014 AGENCY ENGAGEMENT

In 2014, the core working group introduced the plan for a guiding document at an external engagement session with 43 representatives from 28 agencies serving youth, such as Fort McMurray Public Schools, Fort McMurray Catholic School District, Fort McMurray Family Crisis Society, Fuse Social, Some Other Solutions, Stepping Stones Youth Services, Alberta Human Services, Canadian Mental Health Association, Fort McKay Wellness Centre and United Way Fort McMurray.

The session allowed for a broad explanation of the goals and process, and served as an as interactive group activity regarding youth issues and service gaps in the region. A comprehensive list of youth issues and service gaps was compiled and presented to the agencies so they could pinpoint those that they considered to be most relevant. They also had the opportunity to identify other issues or gaps and provide further insights from their perspectives. The following were deemed the most relevant:

## YOUTH PROGRAMS & SERVICES

**ISSUE:** Counselling & mental health services  
**GAP:** Affordable programming & space

## INFRASTRUCTURE

**ISSUE:** Youth drop-in & activity centres  
**GAP:** Accessible & frequent public transportation to facilitate participation

## YOUTH LEADERSHIP

**ISSUE:** Programs for youth who are not “at risk” or are leaders  
**GAP:** “In-between” youth need programs too

## YOUTH RETENTION

**ISSUE:** Lack of career options or planning for youth  
**GAP:** Programs specifically geared towards youth

## YOUTH SUPPORTS

**ISSUE:** Sustainable funding for current supports/youth transitioning from care  
**GAP:** More positive adult role models

# 2014 PILOT YOUTH ENGAGEMENT

At a subsequent engagement, eight young people aged 12 to 18 years, in Grades 7 to 12, participated in a pilot project that would influence planning for future sessions. They were asked about their perspective on issues in the community that affect them and to share their views and understanding of what a youth strategy should include. Participants thought that such a strategy should be based on the Search Institute's 40 developmental assets and research, and should be guided by young people, with extensive youth engagement.

The issues included:

- **Accessibility** - More convenient public transportation.
- **Affordability** - Options for free activities because expensive fees limit participation.
- **Recreation** - More space for youths, more sports and clubs.
- **Respect and Fair Treatment** – Inclusive community with no prejudice, stereotypes or profiling based on race/age/gender/appearance.
- **Safety** - Safer Municipal facilities and drop-in centres monitored by adults.
- **Employment** - Mutual respect and a positive attitude in the workplace, with youth treated as individuals, not children; a positive learning experience with proper training and help from other employees; more services.

Participants were also asked: *If you could be Mayor for a day, what would you do for youth?* Their responses were very positive and reflected progressive community development, including: Positive promotion of the region and the oil sands; places and opportunities for people to develop and display specific skills /interests, and opportunities for youth who do not fit in the categories of "athletes" or "artists..

**Youth want to be heard and they want the community to understand that they value respect, equality, education and recreation.**

**Youth deserve acceptance and freedom from judgment, discrimination, prejudice, racism, ageism and stereotypes. They need fairness, kindness and understanding.**

# 2015 YOUTH ENGAGEMENT

The 2015 engagement allowed for a thorough collection of information. Participants were very enthusiastic and eager to share their perspectives on the needs, concerns, issues and gaps experienced by youth in the region. MACOY, the Justin Slade Youth Foundation and several schools were involved in sessions from May to September, with 435 young people participating, varying in age from 12 to 18 years, Grades 7 to 12.

Participants expressed a desire to address important issues, such as healthcare; transportation services; rehabilitation and counselling services; support for those experiencing homelessness, and seniors housing.

Their insights show that youth care about the community and have a great deal to contribute to community development. Indeed, the programs, services, resources, and specific outcomes they identified address many overarching issues and gaps in the community as a whole.

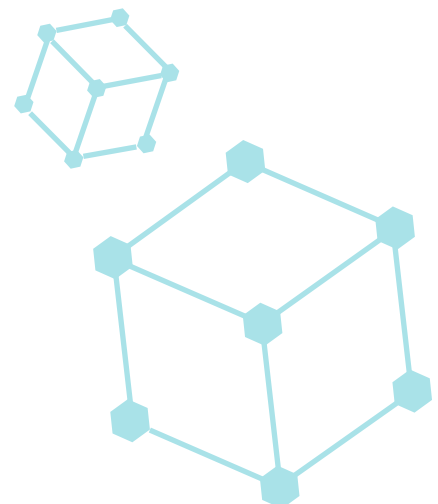
## WHO ARE YOUTH?

During the engagement sessions, participants were provided with a dictionary definition of “youth.” They were asked to reflect on the meaning of the term, what it means to be a youth, and how they felt youth are perceived in the community.

### Youth; n. (pl. youths)

1. the state of being young; the period between childhood and adult age
2. the vigour or enthusiasm, inexperience, or other characteristic of this period
3. an early stage of development
4. a young person
5. (treated as plural) young people collectively.

- *The Oxford Canadian Dictionary, Second Edition*





Many participants did not mind the term “youth” and believe it has positive connotations. Some felt that it is often associated with children and they do not want to be defined as immature or childish. Participants often preferred “teenager” or “young adult” because they thought those terms better represent their stage in life.

Throughout this document the term “youth” refers to young people aged 12 to 18, representing the period between childhood and adulthood. It is not meant to imply negative connotations and/or judgement. “Youth” is intended to be a positive representation of the age group, encompassing the period generally considered “teenager” and “young adult.”

When asked how they thought adults view youth, 89 percent said negatively and with judgement. They felt

that adults see young people as: Immature, reckless, inexperienced, selfish, inconsiderate, useless, careless, ignorant, irresponsible, violent, childish, angry, uncontrollable, arrogant, foolish, uneducated, unqualified, lazy, dumb, naive and disconnected.

Reflecting on their own perceptions of and feelings about themselves and their peers, 93 percent responded favourably. The affirmative words included: *Responsible, energetic, careful, loved, capable, outgoing, funny, ambitious, hardworking, amazing, respectful, friendly, awesome, hopeful, trustworthy, maturing, positive, athletic, enthusiastic, civilized, cool, confident, fun, comfortable, kind, talented, independent, fabulous, experienced, smart, full of potential, active, spontaneous, gifted, well-rounded, innovative, knowledgeable, competitive, versatile, adaptable, involved, passionate and world changers.*

**While it is encouraging that youth in the region have such a positive perception of themselves and their peers, it is discouraging that they think that adults view them negatively.**

**It is important that young people are encouraged in a way that reflects positive perceptions.**

## REALITY VS. MYTH

Based on the responses from the young people, MYTHS reflect how youth perceive adult and community perceptions of them while REALITIES reflect how they identify themselves.

### MYTH:

Youth are lazy



### REALITY:

Youth are busy and want active lifestyles. They value recreation, sports, art, culture, and want opportunities to participate in programs, clubs and events.

### MYTH:

Youth do not care about school or work



### REALITY:

Youth are hardworking and want to be educated. Education ranked No.1 in youth priorities and employment ranked third. They want more opportunities for classes and programs and would like to see more high schools and post-secondary institutions and a greater variety of employment and apprentice options.

### MYTH:

Youth have no respect



### REALITY:

Youth value and desire respect and aspire to have respectful relationships, specifically with adults, authorities and the community.

### MYTH:

Youth are careless, violent and destructive



### REALITY:

Youth identify themselves and their peers as caring and considerate. They value feeling safe and living in a secure community.

### MYTH:

Youth are selfish



### REALITY:

Youth indicated that they have important values when it comes to family, friends and community. They prioritized community services and resources, including: Medical and support services; support for non-profit organizations and charities; rehabilitation centres and programming; housing for seniors, and programs and shelters for individuals experiencing homelessness.

# DREAM TREE

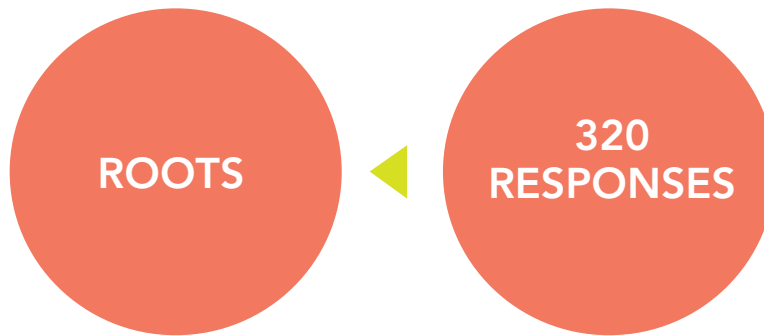
## Roots = Core values in the community

## Branches = Specific outcomes



83  
DREAM  
TREES WERE  
CREATED





progressiveness, respect, acceptance, inclusiveness, tolerance,  
trust, honesty, fairness, independence, freedom of expression,  
justice, equality (gender and LGBTQ)

unity, diversity, accessibility  
multiculturism, freedom from  
judgment, discrimination,  
racism, ageism, stereotypes

creativity, fun, happiness,  
appreciation, opinions  
of youth valued

family, friends,  
kindness, patience,  
understanding,  
compassion, religion,  
faith, tradition,  
love, peace

economic stability,  
prosperity, affordability,  
alleviation of poverty,  
sustainability, safety

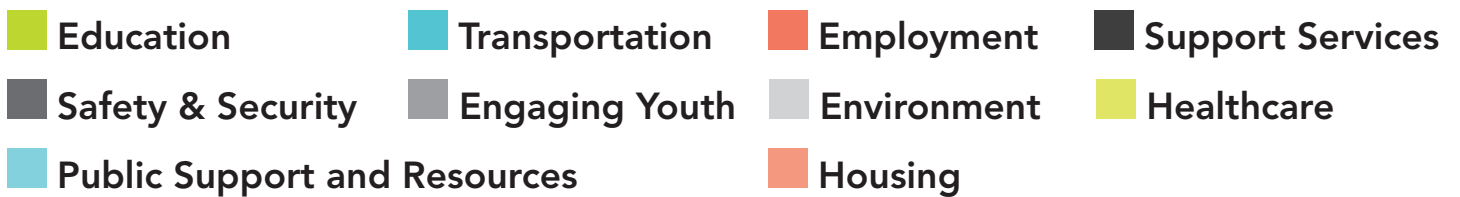
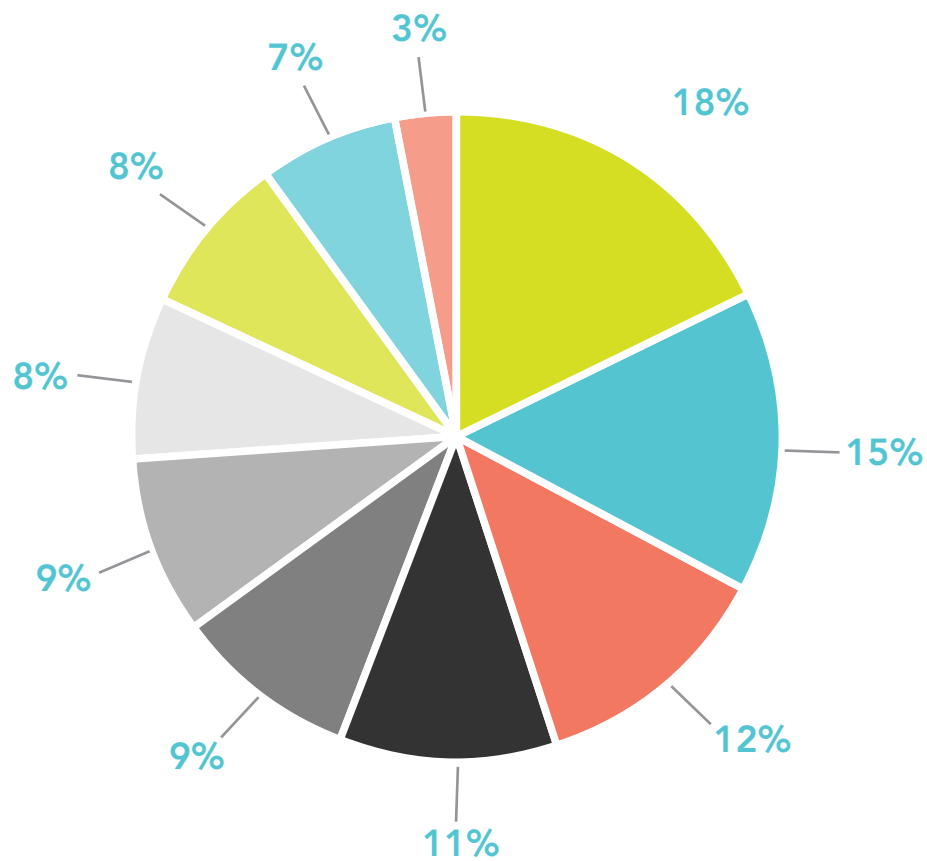
opportunities,  
education, art, culture,  
recreation, technology,  
healthcare



TRUNK

NEEDS

717  
RESPONSES



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## EDUCATION

- Increased quality and variety of educational opportunities
- More educational events, motivational speeches, workshops, conferences, lectures outside of school and during the summer
- Smaller classes
- More classes/programs that are diverse, creative and unique
- Better educational and learning systems and techniques that enhance youth skills and talents

---

## TRANSPORTATION

- Improved public transit system and routes
- Better service and more respect from bus drivers
- Safer buses
- Improved, warmer bus shelters
- Free transportation
- Alternative transportation systems (e.g., trains, subways, bike rentals and lanes)

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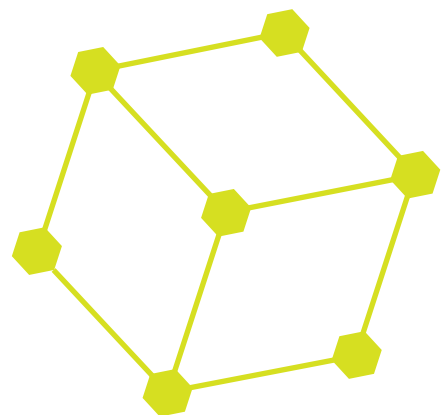
## EMPLOYMENT

- Better quality and more job opportunities
- Fair wages
- Increased apprenticeship opportunities
- Respectful employers; opportunities for volunteering and community service.
- Career fairs

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## SUPPORT SERVICES

- Mentoring
- Accessible advice and counselling
- Rehabilitation centres
- Programming and prevention services
- Better advertising of programming and support services (e.g., via social media).
- Teen mom groups



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## SAFETY AND SECURITY

- Increased police presence
- Crime reduction and prevention
- Improved relationships between youth and police officers
- Increased sexual harassment abuse and assault prevention
- Elimination of drugs and alcohol

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## ENVIRONMENT

- Sustainability
- Reduced pollution
- Improved use of resources and alternative energy sources
- Beautification - more trees, flowers and plants
- Improved recycling systems and programs
- More workplace recycling

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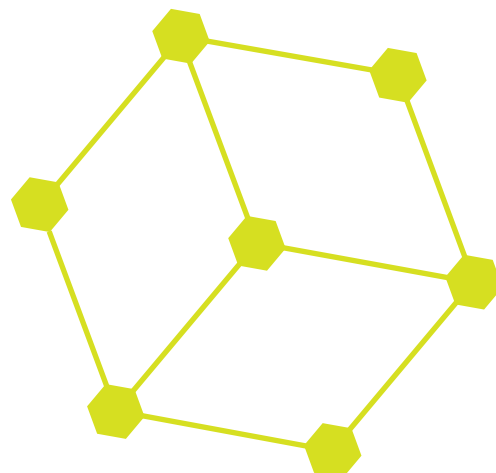
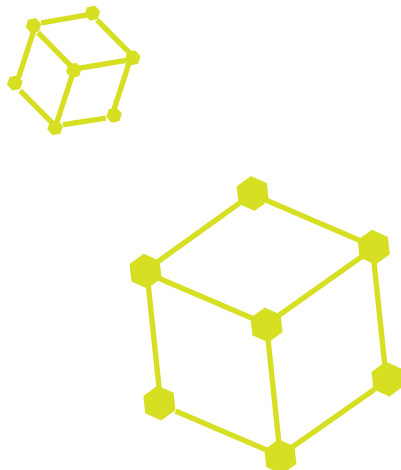
## ENGAGING YOUTH

- More opportunities for youth to be involved and valued in the community
- Improved interaction and communication between youth and the community
- Right to vote
- Awards and recognition for achievements, contributions and opinions
- "Youth Day"

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## HEALTHCARE

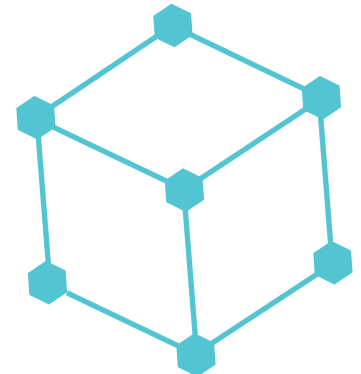
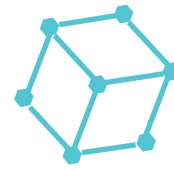
- Expanded and improved healthcare services
- Increased, better and more attractive hospitals
- More specialists; more and better doctors
- Mental health services
- Access to medical services for youth anonymously
- Teen clinics



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## PUBLIC SUPPORT AND RESOURCES

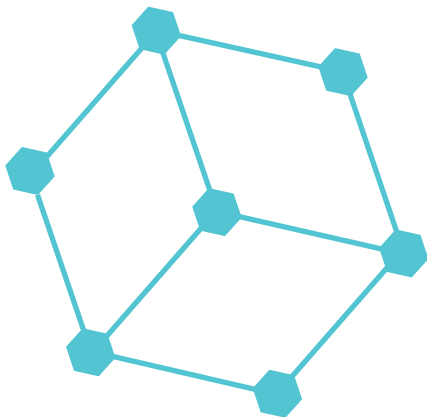
- Increased community involvement
- Prevent homelessness; support those experiencing homelessness.
- Youth shelters
- Increased number of charities and food banks
- Greater support for non-profits
- More programs for those who need help but can't afford it



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## HOUSING

- More Housing options and opportunities (including seniors housing and long-term care facilities)
- Lower housing costs
- Better housing options for people in need
- Improved buildings and structures; maintain rundown and older homes and buildings



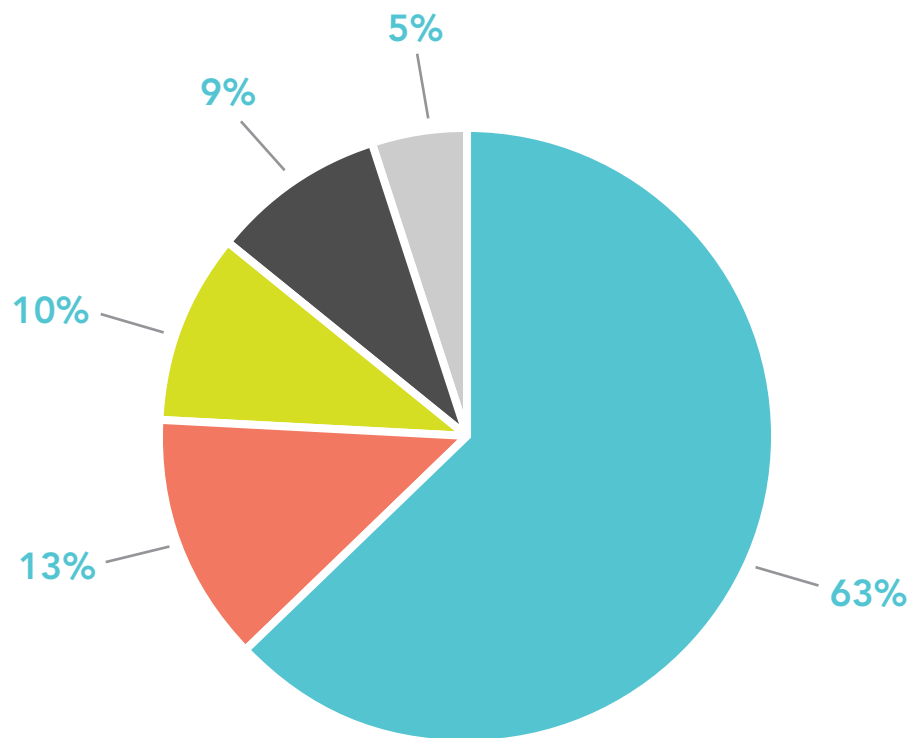
The programs, services, resources, and specific outcomes identified by participants are not only reflective of youth but address many overarching issues and gaps in the community as a whole.



**BRANCHES**

**SPECIFIC  
OUTCOMES**

**1,395  
RESPONSES**



 **Recreation**    **Retail**    **Food**    **Public Needs**    **Nature**

## RECREATION

- More recreation, events, clubs, groups, activities and entertainment
- More accessible recreational, sports and youth facilities distributed across the Municipality
- More affordable sports and recreational facilities, centres, programs, activities and teams (male and female)
- Training programs

## RETAIL

- More shopping options
- Greater variety
- Youth-only/youth-friendly shopping centres and specialized stores (e.g., art, comic book, video games, music)

## FOOD

- Greater variety of restaurants and food options (including multicultural), and better quality .
- Affordable and inexpensive restaurants
- Youth-friendly restaurants and cafes (in particular, a 1950s-style diner)
- Farmers markets
- Vegan and organic food centres
- No phone cafes - conversation only

## PUBLIC NEEDS

- Upgrade Municipal facilities, road maintenance and beautification
- More pedestrian-friendly sidewalks, paths and roads
- Bike lanes
- Raise driving age to increase safety
- Better internet services; free Wi-Fi
- Accessible public library

## NATURE

- Improve parks and green space
- More campgrounds, outdoor activities and programs
- Cleaner lakes, ponds, rivers, beaches for swimming
- Biking, quad, hiking trails
- Teen-only parks (no playgrounds)

# MOVING FORWARD

As recommended by Search Institute, communities can draw upon the inherent strengths of youth and adults to increase assets in young people by:

- Offering adequate adult support through long-term, positive intergenerational relationships.
- Providing meaningful leadership and community involvement opportunities.
- Engaging young people in programs for youth.
- Providing consistent and well-defined behavioural boundaries.
- Helping youth connect to their community.
- Creating critical opportunities to develop social competencies and form positive values.

Building upon its developmental assets, the Search Institute has gone on to create a developmental relationships framework. Its recent research shows that young people

need close, caring and meaningful reciprocal connections - with adults in the community, teachers and other school staff, friends, peers, parents, siblings and other family members - so they will be more engaged and academically-motivated.

According to the Search Institute, youth in developmental relationships have a stronger sense of belonging, get better grades, have higher aspirations for the future, are engaged civically, and participate in college-preparatory activities more frequently.

The Search Institute has identified 20 actions – falling into five categories – that make a relationship developmental. It emphasizes that in the most transformative developmental relationships, all of these actions are bidirectional, with each person contributing to and benefitting from them.

## EXPRESS CARE

Show me that you like me and want the best for me.

## CHALLENGE GROWTH

Insist that I try to continuously improve.

## PROVIDE SUPPORT

Help me complete tasks and achieve goals.

## SHARE POWER

Hear my voice and let me share in making decisions.

## EXPAND POSSIBILITIES

Expand my horizons and connect me to opportunities.

---

## EXPAND POSSIBILITIES

- Expand my horizons and connect me to opportunities.

---

## CHALLENGE GROWTH

- Inspire - Help me see future possibilities for myself.
- Expect - Make it clear that you want me to live up to my potential.
- Stretch - Recognize my thoughts and abilities while pushing me to strengthen them.
- Limit - Hold me accountable for appropriate boundaries and rules.

---

## PROVIDE SUPPORT

- Encourage - Praise my efforts and achievements.
- Guide - Provide practical assistance and feedback to help me learn.
- Model - Be an example I can learn from and admire.
- Advocate - Stand up for me when I need it.

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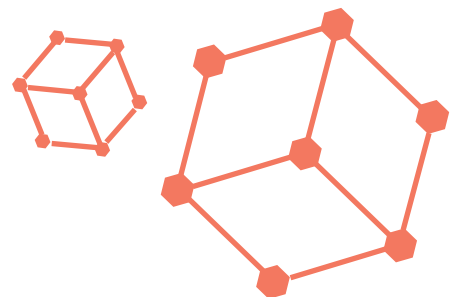
## SHARE POWER

- Respect - Take me seriously and treat me fairly.
- Give Voice - Ask for and listen to my opinions and consider them when you make decisions.
- Respond - Understand and adjust to my needs, interests, and abilities.
- Collaborate - Work with me to accomplish goals and solve problems.

---

## EXPAND POSSIBILITIES

- Explore - Expose me to new ideas, experiences, and places.
- Connect - Introduce me to people who can help me grow.
- Navigate - Help me work through barriers that could stop me from achieving my goals.



**Unapproved Minutes of a Meeting of the Sustainable Development Committee held in the Council Chamber at the Municipal Offices in Fort McMurray, Alberta, on Tuesday, September 06, 2016, commencing at 4:00 p.m.**

**Present:** C. Tatum, Chair  
J. Cardinal, Councillor  
P. Meagher, Councillor

**Administration:** K. Scoble, Deputy Chief Administrative Officer  
R. Billard, Acting Executive Director  
D. Bendfeld, Executive Director  
B. Couture, Executive Director  
E. Hutton, Executive Director  
A. Rogers, Senior Legislative Officer  
D. Soucy, Legislative Officer

**Call to Order**

Chair C. Tatum called the meeting to order at 4:00 p.m.

**1. Adoption of Agenda**

Moved by Councillor P. Meagher that the Agenda be adopted as presented.

CARRIED UNANIMOUSLY

**Minutes of Previous Meeting**

**2. Minutes from Sustainable Development Committee Meeting - April 5, 2016**

Moved by Councillor P. Meagher that the Minutes of the Sustainable Development Committee meeting held on April 5, 2016 be approved as presented.

CARRIED UNANIMOUSLY

**New and Unfinished Business**

**3. Adoption of Social Procurement Framework**  
(4:01 p.m. – 4:18 p.m.)

**Ted Zlotnik, Director, Supply Chain Management, Tanya MacAulay, Procurement Manager, and Laurie Gaudet, Procurement Supervisor**, presented an overview of the proposed social procurement framework and pilot plan.

**Entrance**

Councillor J. Cardinal entered the meeting at 4:06 p.m.

Moved by Councillor J. Cardinal that the following be recommended to Council for approval:

- That the Social Procurement Framework be accepted as information; and
- That Administration be directed to proceed with the pilot plan.

CARRIED UNANIMOUSLY

#### **4. Engaging Youth Report**

(4:19 p.m. – 4:27 p.m.)

**Heather Evasiuk, Manager, Neighbourhood and Community Development, and Julie Dolmont, Community Strategies Coordinator**, provided a summary of the Engaging Youth report, noting that positive youth development is supported by providing meaningful, youth-friendly programs, services and activities.

Moved by Councillor P. Meagher that the following be recommended for Council approval:

That the “Engaging Youth” report dated April 2016 be approved as an internal municipal guiding document.

CARRIED UNANIMOUSLY

#### **5. Review of the Fort McMurray Boys and Girls Club Presentation Requests**

(4:28 p.m. – 4:33 p.m.)

**Heather Evasiuk, Manager, Neighbourhood and Community Development**, provided a brief overview of the report, noting that the requests of the Fort McMurray Boys and Girls Club which fall within the Municipality’s jurisdiction are already being met by the Community Services Department and its community partners.

Moved by Councillor P. Meagher that the Community Services Department, in collaboration with the Fort McMurray Boys and Girls Club and other community stakeholders, continue to address the needs of children and youth through its ongoing programs, projects and initiatives.

CARRIED UNANIMOUSLY

#### **6. Zero Waste Initiative Status Update**

(4:34 p.m. – 5:05 p.m.)

**Leslie Burke, Director, Sustainable Operations, and Amie McGowan, Manager, Sustainable Operations**, presented an update on the Zero Waste Initiative, highlighting the environmental, economic and social benefits of the project to the Municipality.

**Adjournment**

As all scheduled business matters had been concluded, Chair C. Tatum declared the meeting adjourned at 5:05 p.m.

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Chair

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Chief Legislative Officer







## **Subject: Proposed 2017 Budget Development Work Plan**

### **APPROVALS:**

Linda Ollivier, Director  
Elsie Hutton, Executive Director  
Marcel Ulliac, Chief Administrative Officer

### **Administrative Recommendation:**

THAT the Proposed 2017 Budget Development Work Plan dated September 13, 2016, be accepted as information.

### **Summary:**

The development of the budget work plan and budget guidelines form part of the annual budget preparation process. This is to ensure there is a clear understanding to guide the work plan for the 2017 budget preparation. The proposed work plan has been developed for Council review and confirmation of the budget review process and timelines. In addition to the critical dates in the process, the template to solicit Mayor and Councillor's Budget Requests is included (Attachment 2). Although a deadline of September 30, 2016 has been identified, Mayor/Councillor's are encouraged to provide input early in the budget development process to allow Administration appropriate time to incorporate and coordinate work plans.

### **Background:**

The Financial Planning branch of the Financial Services department develops an annual detailed budget work plan and guidelines to support the budget development process.

The budget process for the Municipality typically takes approximately six months starting with a kick off meeting and the release of templates and deadlines.

Attachment 1 identifies key dates for budget submissions by respective departments and the timelines for the various internal reviews by the Budget Review Committee comprised of Executive Directors, DCAO, CAO, Director, Financial Services and Director, Human Resources.

Once the internal reviews are completed in October, the proposed budget will then be presented to Council on November 1, 2016 followed by Council budget review workshops with proposed dates of November 2 – 5, 2016 and recommended final approval by Council on December 13, 2016. Community Investment grant requests will be part of the Council workshops.

### **Rationale for Recommendation:**

The *Municipal Government Act* (MGA) requires that every Alberta municipality approve a budget prior to passing a property tax bylaw in the same year. It is advantageous for a

municipality to approve a budget prior to the start of the budget year to avoid delays or disruptions in planned activities for the upcoming year.

**Strategic Plan Linkage:**

Pillar 1 – Building Responsible Government

**Attachments:**

1. Proposed 2017 Budget Development Work Plan dated September 13, 2016
2. 2017 Mayor/Councillor's Budget Request Form

## Proposed 2017 Budget Development Work Plan

The following is a high-level 2017 Budget Development Work Plan

Month/2016	Activity
January - April	<ul style="list-style-type: none"> <li>Develop 2016 – 2018 Fiscal Management Strategy</li> <li>Develop 2016 Property Tax Bylaw</li> </ul>
April - May	<ul style="list-style-type: none"> <li>Council consider/approve 2016 – 2018 Fiscal Management Strategy – <i>Approved July 2016</i></li> <li>Council consider/approve 2016 Property Tax Bylaw – <i>Approved July 2016</i></li> <li>Present 2017 Proposed Budget Development Work Plan to Council – <i>Presented September 2016</i></li> </ul>
May - June	<ul style="list-style-type: none"> <li>Develop 2017 Pre-Budget guidelines and templates</li> <li>Present 2017 Budget guidelines and timelines to the Executive Leadership Team</li> <li>Present 2017 Budget Development Work Plan to Council - <i>Presented September 2016</i></li> <li>Capital Budget Business Case development</li> </ul>
July	<ul style="list-style-type: none"> <li>Departmental Budget preparations</li> </ul>
August	<ul style="list-style-type: none"> <li>Draft Departmental Budget Analyst Notes due to Financial Planning for review</li> <li>Draft Capital Budget package to Financial Planning</li> <li>Review of Business Cases by Financial Planning</li> <li>Draft Capital Budget package to be distributed to Directors</li> <li>Capital Budget submissions to Financial Planning</li> </ul>
September	<ul style="list-style-type: none"> <li>Draft Departmental Operating Budget Notes to Directors for review</li> <li>Draft Capital Budget Requests to Capital Steering Committee</li> <li>Initial Departmental Operating Budget and Capital Budget to Budget Review Committee – September 26 – 30</li> <li>Council Budget Requests submission deadline – September 30</li> </ul>
October	<ul style="list-style-type: none"> <li>Final Departmental Operating Budget and Capital Budget presentation to Budget Review Committee – October 13 – 14</li> </ul>
November	<ul style="list-style-type: none"> <li>Proposed Budget documents presentation to Council (Operating &amp; Capital) – November 1</li> <li>Proposed Budget review meetings with Department Overviews to Council - November 2 – 5</li> </ul>
December	<ul style="list-style-type: none"> <li>Presentation to Council of 2017 Approved Operating and Capital Budgets – December 13, 2016 for approval</li> </ul>





No. \_\_\_\_\_

**2017 BUDGET  
MAYOR/COUNCILLOR REQUEST FORM**

☐ BUDGET ADDITION  
☐ OPERATING BUDGET

☐ BUDGET REDUCTION  
☐ CAPITAL BUDGET

**PROJECT / PROGRAM NAME:** \_\_\_\_\_

**DESCRIPTION OF PROJECT / PROGRAM:**


**RATIONALE FOR BUDGET ADDITION OR REDUCTION**


**MAYOR/COUNCILLOR:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**Deadline: September 30, 2016**  
Submit to 2017Budget@rmwb.ca





## **Subject: 2016 Capital Budget Amendments – New, Cancelled, Revised and Deferred Projects**

### **APPROVALS:**

Linda Ollivier, Director  
Elsie Hutton, Executive Director  
Kevin Scoble, Deputy Chief Administrative Officer

### **Administrative Recommendations:**

1. THAT the 2016 Capital Budget Amendments as summarized on Attachment 1 (2016 Capital Budget Amendments – New, Cancelled, Revised, and Deferred Projects) dated September 13, 2016
2. THAT the revised Cash Flow of Capital Projects as summarized on Attachment 2 (2016 Capital Budget Amendments – New, Cancelled, Revised, and Deferred Projects – Projects Cash Flow Summary), dated September 13, 2016 be approved.

### **Summary:**

Administration has identified six (6) capital projects to be submitted for Capital Budget amendment consideration. Council is the approving authority for the Capital Budget, subject to the provisions of the Fiscal Responsibility Policy (FIN-160).

The Capital Budget amendments will result in a total net increase in funding of \$464,724 for 2016 as outlined in the Budget Net Change Summary.

### **Background:**

Capital Budget amendments are an ongoing process. The amendments in this report include one new project, two projects with scope change, one project deferral and two project cancellations. The new project is for design work on the Thickwood Reservoir Replacement. The scope of the Parson's Creek Fire Hall 6 (Pre-Design and Design) is being expanded to add a second floor for a new 911 dispatch center and a secondary Regional Emergency Operation Centre. The scope of work on the Twin Highway 69 West Saline Creek to Range Road 85 (West Airport Boundary Road) is increased to include the installation of advance warning signals due to a change in the speed limit on Sapræ Creek Trail. The Fort McMurray Waste Water Treatment Plant Process Improvements (Construction) has been deferred and the 911 Dispatch - IT Disaster Recovery and Fort McMurray Water Treatment Plant Upgrades (Design) are cancelled.

The amendments were reviewed and recommended by the Capital Projects Steering Committee on August 24, 2016.

**Budget/Financial Implications:**

The net increase in capital funding of \$464,724 will be funded from the Capital Infrastructure Reserve.

The full budget impact of these amendments will be incorporated in the 2016 Budget upon Council approval; Attachments 1 - 3 illustrate this impact.

**Attachment 1** shows the net budget impact of these amendments. The original approved budgets and the revised budgets are presented with the net budget impact by project and funding source.

**Attachment 2** shows the cash flow changes by funding sources. Since multi-year projects are pre-approved over the life of project development, amendments in cash flows of these projects also require pre-budget approval.

**Attachment 3** summarizes the impact of cash flows and the source of funding from these proposed amendments by year 2015 and prior, and 2016 and thereafter. This is reflected below in the Budget Net Change Summary.

Budget Net Change Summary						
	Total Project Cost (Accumulative)	Federal Grants	Provincial Grants	Reserves	Other Sources	Debenture
2015 & Prior	\$ (14,973,748)	\$ -	\$ -	\$ (14,973,748)	\$ -	\$ -
2016 & Thereafter	\$ 15,438,472	\$ -	\$ (500,000)	\$ 15,938,472	\$ -	\$ -
<b>Reconciled net change</b>	<b>\$ 464,724</b>	<b>\$ -</b>	<b>\$ (500,000)</b>	<b>\$ 964,724</b>	<b>\$ -</b>	<b>\$ -</b>

	Total Project Cost (Accumulative)	Federal Grants	Provincial Grants	Reserves	Other Sources	Debenture
2015 & Prior	\$ (14,973,748)	\$ -	\$ -	\$ (14,973,748)	\$ -	\$ -
2016 & Thereafter	\$ 15,438,472	\$ -	\$ (500,000)	\$ 15,938,472	\$ -	\$ -
<b>Reconciled net change</b>	<b>\$ 464,724</b>	<b>\$ -</b>	<b>\$ (500,000)</b>	<b>\$ 964,724</b>	<b>\$ -</b>	<b>\$ -</b>

**Rationale for Recommendation:**

The rationale for amendment of each capital project is included in the attached individual Capital Budget Amendment Forms as prepared by the individual department responsible (Attachments 4-9).

**Strategic Plan Linkage:**

Pillar 1 – Building Responsible Government

**Attachments:**

1. 2016 Capital Budget Amendments – New, Cancelled, Revised and Deferred Projects, dated September 13, 2016
2. 2016 Capital Budget Amendments – New, Cancelled, Revised and Deferred Projects – Projects Cash Flow Summary, dated September 13, 2016
3. Cash Flow by Funding Sources, by Year, dated September 13, 2016
- 4-9. Capital Budget Amendment forms



## Regional Municipality of Wood Buffalo

## 2016 Capital Budget Amendments - New, Cancelled, Revised, and Deferred Projects

September 13, 2016

Legend:	First year of a multi year project
	Other than first year of a multi year project
	Single year project

S/N	Project Description	Type	Sponsor Department	Year of original approval	Total Project Cost	Federal Grants	Provincial Grants	Reserves	Other Sources*	Debenture	Att.
<b>ORIGINAL PROJECT BUDGET</b>											
1	911 Dispatch - IT Disaster Recovery	Project Cancellation	RES	2016	585,276	-	500,000	85,276	-	-	4
2	Fort McMurray WTP Upgrades - Design	Project Cancellation	ES	2016	150,000	-	-	150,000	-	-	5
3	Fort McMurray WWTP Process Improvements - Construction	Project Deferral	ES	2016	36,000,000	-	-	36,000,000	-	-	6
4	Parson's Creek Fire Hall 6 - Pre-Design and Design	Scope Change	RES	2014	1,120,000	-	-	1,120,000	-	-	7
5	Thickwood Reservoir Replacement - Design	New Project	ES	2016	-	-	-	-	-	-	8
6	Twin Highway 69 West Saline Creek to Range Road 85 (West Airport Boundary Road)	Scope Change	PW	2014	45,000,000	-	-	45,000,000	-	-	9
<b>Total Original Capital Project Budget</b>					<b>\$ 82,855,276</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ 82,355,276</b>	<b>\$ -</b>	<b>\$ -</b>	

<b>REVISED PROJECT BUDGET</b>											
1	911 Dispatch - IT Disaster Recovery	Project Cancellation	RES	2016	-	-	-	-	-	-	4
2	Fort McMurray WTP Upgrades - Design	Project Cancellation	ES	2016	-	-	-	-	-	-	5
3	Fort McMurray WWTP Process Improvements - Construction	Project Deferral	ES	2016	36,000,000	-	-	36,000,000	-	-	6
4	Parson's Creek Fire Hall 6 - Pre-Design and Design	Scope Change	RES	2014	1,620,000	-	-	1,620,000	-	-	7
5	Thickwood Reservoir Replacement - Design	New Project	ES	2016	700,000	-	-	700,000	-	-	8
6	Twin Highway 69 West Saline Creek to Range Road 85 (West Airport Boundary Road)	Scope Change	PW	2014	45,000,000	-	-	45,000,000	-	-	9
<b>Total Revised Capital Project Budget</b>					<b>\$ 83,320,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 83,320,000</b>	<b>\$ -</b>	<b>\$ -</b>	

<b>NET BUDGET IMPACT</b>											
1	911 Dispatch - IT Disaster Recovery	Project Cancellation	RES	2016	(585,276)	-	(500,000)	(85,276)	-	-	4
2	Fort McMurray WTP Upgrades - Design	Project Cancellation	ES	2016	(150,000)	-	-	(150,000)	-	-	5
3	Fort McMurray WWTP Process Improvements - Construction	Project Deferral	ES	2016	-	-	-	-	-	-	6
4	Parson's Creek Fire Hall 6 - Pre-Design and Design	Scope Change	RES	2014	500,000	-	-	500,000	-	-	7
5	Thickwood Reservoir Replacement - Design	New Project	ES	2016	700,000	-	-	700,000	-	-	8
6	Twin Highway 69 West Saline Creek to Range Road 85 (West Airport Boundary Road)	Scope Change	PW	2014	-	-	-	-	-	-	9
<b>Net Increase/(Decrease) Required on Existing Projects</b>					<b>\$ 464,724</b>	<b>\$ -</b>	<b>\$ (500,000)</b>	<b>\$ 964,724</b>	<b>\$ -</b>	<b>\$ -</b>	

Regional Municipality of Wood Buffalo  
 2016 Capital Budget Amendments - New, Cancelled, Revised, and Deferred Projects - Projects Cash Flow Summary  
 September 13, 2016

Legend:	First year of a multi year project
	Other than first year of a multi year project
	Single year project

S/N	Project Description	Original Approval Year	Funding Source	Total Budget (Accumulative)	Cash flow				Att
					2015 & Prior	2016	2017	Thereafter	
ORIGINAL PROJECT BUDGET									
1	911 Dispatch - IT Disaster Recovery	2016	Reserves/ Grants	585,276	-	585,276	-	-	4
2	Fort McMurray WTP Upgrades - Design	2016	Reserves	150,000	-	150,000	-	-	5
3	Fort McMurray WWTP Process Improvements - Construction	2016	Reserves	36,000,000	-	18,000,000	18,000,000	-	6
4	Parson's Creek Fire Hall 6 - Pre-Design and Design	2014	Reserves	1,120,000	1,120,000	-	-	-	7
5	Thickwood Reservoir Replacement - Design	2016	Reserves	-	-	-	-	-	8
6	Twin Highway 69 West Saline Creek to Range Road 85 (West Airport Boundary Road)	2014	Reserves	45,000,000	45,000,000	-	-	-	9
Total Original Capital Project Budget (a)				\$ 82,855,276	\$ 46,120,000	\$ 18,735,276	\$ 18,000,000	\$ -	


<b>REVISED PROJECT BUDGET</b>									
1	911 Dispatch - IT Disaster Recovery	2016	Reserves/ Grants	-	-	-	-	-	4
2	Fort McMurray WTP Upgrades - Design	2016	Reserves	-	-	-	-	-	5
3	Fort McMurray WWTP Process Improvements - Construction	2016	Reserves	36,000,000	-	-	16,000,000	20,000,000	6
4	Parson's Creek Fire Hall 6 - Pre-Design and Design	2014	Reserves	1,620,000	323,620	1,296,380	-	-	7
5	Thickwood Reservoir Replacement - Design	2016	Reserves	700,000	-	700,000	-	-	8
6	Twin Highway 69 West Saline Creek to Range Road 85 (West Airport Boundary Road)	2014	Reserves	45,000,000	30,822,632	14,177,368	-	-	9
<b>Total Revised Project Budget (b)</b>				<b>\$ 83,320,000</b>	<b>\$ 31,146,252</b>	<b>\$ 16,173,748</b>	<b>\$ 16,000,000</b>	<b>\$ 20,000,000</b>	


<b>NET BUDGET IMPACT</b>									
1	911 Dispatch - IT Disaster Recovery	2016	Reserves/ Grants	(585,276)	-	(585,276)	-	-	4
2	Fort McMurray WTP Upgrades - Design	2016	Reserves	(150,000)	-	(150,000)	-	-	5
3	Fort McMurray WWTP Process Improvements - Construction	2016	Reserves	-	-	(18,000,000)	(2,000,000)	20,000,000	6
4	Parson's Creek Fire Hall 6 - Pre-Design and Design	2014	Reserves	500,000	(796,380)	1,296,380	-	-	7
5	Thickwood Reservoir Replacement - Design	2016	Reserves	700,000	-	700,000	-	-	8
6	Twin Highway 69 West Saline Creek to Range Road 85 (West Airport Boundary Road)	2014	Reserves	-	(14,177,368)	14,177,368	-	-	9
<b>Net Increase/(Decrease) Required on Existing Projects</b>				<b>\$ 464,724</b>	<b>\$ (14,973,748)</b>	<b>\$ (2,561,528)</b>	<b>\$ (2,000,000)</b>	<b>\$ 20,000,000</b>	


Regional Municipality of Wood Buffalo  
Cash Flows by Funding Sources, by Year  
September 13, 2016


	Funding Sources					
	Total Project Cost (Accumulative)	Federal Grants	Provincial Grants	Reserves (CIR)	Other Sources*	Debentures
<b>Original Funding Sources</b>						
2015 and prior	46,120,000	-	-	46,120,000	-	-
2016	18,735,276	-	500,000	18,235,276	-	-
2017	18,000,000	-	-	18,000,000	-	-
Thereafter	-	-	-	-	-	-
Original Funding Sources Total (a)	\$ 82,855,276	\$ -	\$ 500,000	\$ 82,355,276	\$ -	\$ -
<b>Revised Funding Sources</b>						
2015 and prior	31,146,252	-	-	31,146,252	-	-
2016	16,173,748	-	-	16,173,748	-	-
2017	16,000,000	-	-	16,000,000	-	-
Thereafter	20,000,000	-	-	20,000,000	-	-
Revised Funding Sources Total (b)	\$ 83,320,000	\$ -	\$ -	\$ 83,320,000	\$ -	\$ -
Revision / Difference (b) - (a)	\$ 464,724	\$ -	\$ (500,000)	\$ 964,724	\$ -	\$ -
<b>Net Change by year</b>						
2015 and prior	(14,973,748)	-	-	(14,973,748)	-	-
2016	(2,561,528)	-	(500,000)	(2,061,528)	-	-
2017	(2,000,000)	-	-	(2,000,000)	-	-
Thereafter	20,000,000	-	-	20,000,000	-	-
Reconciled net change	\$ 464,724	\$ -	\$ (500,000)	\$ 964,724	\$ -	\$ -




	<b>REGIONAL MUNICIPALITY OF WOOD BUFFALO</b>	<b>CAPITAL BUDGET AMENDMENT</b> <b>Council</b>				
<b>CURRENT PROJECT NAME:</b> 911 Dispatch - IT Disaster Recovery						
<b>AMENDED PROJECT NAME:</b>						
	Group I/O	Revenue I/O	Expense I/O	Project Cancellation		
<b>ORDER CODES (if assigned):</b>	0082016	700742	601302			
<b>CURRENT PROJECT BUDGET</b>						
Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debenture Financed
2015 & Prior	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2016	585,276	-	500,000	85,276	-	-
2017	-	-	-	-	-	-
2018	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 585,276</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ 85,276</b>	<b>\$ -</b>	<b>\$ -</b>
<b>CURRENT COST AND COMMITMENT</b>						
As at	Current Budget	Actual to Date	Commitments	Available		
8/9/2016	\$ 585,276	\$ -	\$ -	\$ 585,276		
<b>DESCRIPTION/RATIONALE FOR BUDGET AMENDMENT</b>						
<p>In June the province announced the Alberta First Responder Radio Communications System (AFRRCS) provincial wide radio system. AFRRCS far exceeds our current system capabilities but is not compatible with our present system. Regional Emergency Services (RES) staff utilized the AFRRCS through the wildfire and strongly believe the AFRRCS system is in the best interest of RES, Public and Firefighter safety. RES will continue to use Wainright as our 911 call centre back up and Alberta Health Systems Dispatch our back up ambulance dispatch centre. RES has applied to AFRRCS; once accepted and more information is available, RES will seek approval by Council regarding that capital request. The grant that is attached to this budget will be utilized by the 911 operations this is allowed within the guidelines of how the grant monies can be spent.</p>						
<b>AMENDED PROJECT BUDGET</b>						
Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debenture Financed
2015 & prior	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2016	-	-	-	-	-	-
2017	-	-	-	-	-	-
2018	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Budget Change</b>						
<b>TOTAL</b>	<b>\$ (585,276)</b>	<b>\$ -</b>	<b>\$ (500,000)</b>	<b>\$ (85,276)</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FISCAL RESPONSIBILITY POLICY CRITERIA:</b>						
Will the change result in an efficient administrative and project delivery process?						Yes
Will the change result in an addition or cancellation of a capital project?						Yes
Will the underlying scope change alter the nature and type of capital project?						N/A
Where additional funding is required, are the funds from a combination of savings from fully tendered projects, other uncommitted sources such as grants and offsite levies, and cash flow management with other capital projects?						N/A
Will the change result in Council set debt and debt service limits being exceeded?						No
In order for this to be a Fiscal Management Policy Amendment the questions above must answer, Yes, No, No, Yes, No, respectively.						


 <b>REGIONAL MUNICIPALITY OF WOOD BUFFALO</b>		<b>CAPITAL BUDGET AMENDMENT</b> <b>Council</b>				
<b>CURRENT PROJECT NAME:</b> Fort McMurray WTP Upgrades - Design						
<b>AMENDED PROJECT NAME:</b>						
		Group I/O	Revenue I/O	Expense I/O	Project Cancellation	
<b>ORDER CODES (if assigned):</b>		0212016	700755	601315		
<b>CURRENT PROJECT BUDGET</b>						
Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debenture Financed
2015 & Prior	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2016	150,000	-	-	150,000	-	-
2017	-	-	-	-	-	-
2018	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>CURRENT COST AND COMMITMENT</b>						
As at	Current Budget	Actual to Date	Commitments	Available		
7/29/2016	\$ 150,000	\$ -	\$ -	\$ 150,000		
<b>DESCRIPTION/RATIONALE FOR BUDGET AMENDMENT</b>						
<p>The project was based on anticipated population growth. The existing pumps are sufficient to meet the service level requirements. This upgrade is currently not required and will be considered in the future if needed.</p>						
<b>AMENDED PROJECT BUDGET</b>						
Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debenture Financed
2015 & prior	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2016	-	-	-	-	-	-
2017	-	-	-	-	-	-
2018	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Budget Change</b>						
<b>TOTAL</b>	<b>\$ (150,000)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (150,000)</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FISCAL RESPONSIBILITY POLICY CRITERIA:</b>						
Will the change result in an efficient administrative and project delivery process?						Yes
Will the change result in an addition or cancellation of a capital project?						Yes
Will the underlying scope change alter the nature and type of capital project?						No
Where additional funding is required, are the funds from a combination of savings from fully tendered projects, other uncommitted sources such as grants and offsite levies, and cash flow management with other capital projects?						Yes
Will the change result in Council set debt and debt service limits being exceeded?						No
In order for this to be a Fiscal Management Policy Amendment the questions above must answer, Yes, No, No, Yes, No, respectively.						

 <b>REGIONAL MUNICIPALITY OF WOOD BUFFALO</b>		<b>CAPITAL BUDGET AMENDMENT</b> <b>Council</b>				
<b>CURRENT PROJECT NAME:</b> Fort McMurray WWTP Process Improvements - Construction						
<b>AMENDED PROJECT NAME:</b>						
		Group I/O	Revenue I/O	Expense I/O	Project Deferral	
<b>ORDER CODES (if assigned):</b>		0222016	700756	601316		
<b>CURRENT PROJECT BUDGET</b>						
<i>Year</i>	<i>Annual Cost</i>	<i>Fed Grants</i>	<i>Prov Grants</i>	<i>Reserves</i>	<i>Other Sources</i>	<i>Debtenture Financed</i>
2015 & Prior	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2016	18,000,000	-	-	18,000,000	-	-
2017	18,000,000	-	-	18,000,000	-	-
2018	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 36,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 36,000,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>CURRENT COST AND COMMITMENT</b>						
	<i>As at</i>	<i>Current Budget</i>	<i>Actual to Date</i>	<i>Commitments</i>	<i>Available</i>	
	8/3/2016	\$ 36,000,000	\$ -	\$ -	\$ 36,000,000	
<b>DESCRIPTION/RATIONALE FOR BUDGET AMENDMENT</b>						
Design phase will be completed by December 2016 and will be tendered early 2017. This amendment is to adjust the cashflow since the construction will start in 2017.						
<b>AMENDED PROJECT BUDGET</b>						
<i>Year</i>	<i>Annual Cost</i>	<i>Fed Grants</i>	<i>Prov Grants</i>	<i>Reserves</i>	<i>Other Sources</i>	<i>Debtenture Financed</i>
2015 & prior	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2016	-	-	-	-	-	-
2017	16,000,000	-	-	16,000,000	-	-
2018	8,000,000	-	-	8,000,000	-	-
Thereafter	12,000,000	-	-	12,000,000	-	-
<b>TOTAL</b>	<b>\$ 36,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 36,000,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Budget Change</b>						
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FISCAL RESPONSIBILITY POLICY CRITERIA:</b>						
Will the change result in an efficient administrative and project delivery process?						Yes
Will the change result in an addition or cancellation of a capital project?						No
Will the underlying scope change alter the nature and type of capital project?						No
Where additional funding is required, are the funds from a combination of savings from fully tendered projects, other uncommitted sources such as grants and offsite levies, and cash flow management with other capital projects?						Yes
Will the change result in Council set debt and debt service limits being exceeded?						No
<i>In order for this to be a Fiscal Management Policy Amendment the questions above must answer, Yes, No, No, Yes, No, respectively.</i>						

	<b>REGIONAL MUNICIPALITY OF WOOD BUFFALO</b>	<b>CAPITAL BUDGET AMENDMENT</b> <b>Council</b>				
<b>CURRENT PROJECT NAME:</b> Fire Hall #6 - Pre-Design and Design <b>AMENDED PROJECT NAME:</b> Parson's Creek Fire Hall 6 - Pre-Design and Design						
<b>Project Amendment</b>						
<b>ORDER CODES (if assigned):</b>	<b>Group I/O</b> 0192014	<b>Revenue I/O</b> 700491	<b>Expense I/O</b> 600867			
<b>CURRENT PROJECT BUDGET</b>						
Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2015 & Prior	\$ 323,620	\$ -	\$ -	\$ 1,120,000	\$ -	\$ -
2016	796,380	-	-	-	-	-
2017		-	-		-	-
2018	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,120,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,120,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>CURRENT COST AND COMMITMENT</b>						
As at	Current Budget	Actual to Date	Commitments	Available		
7/6/2016	\$ 1,120,000	\$ 528,944	\$ 457,009	\$ 134,047		
<b>DESCRIPTION/RATIONALE FOR BUDGET AMENDMENT</b> Design is currently 60% completed. Administration is requesting additional funds to add a second floor to the Parson's Creek Fire Hall that will house a new 911 dispatch center and additional space for secondary Regional Emergency Operation Centre.						
<b>AMENDED PROJECT BUDGET</b>						
Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2015 & prior	\$ 323,620	\$ -	\$ -	\$ 323,620	\$ -	\$ -
2016	1,296,380	-	-	1,296,380	-	-
2017	-	-	-	-	-	-
2018	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,620,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,620,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Budget Change</b>						
<b>TOTAL</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FISCAL RESPONSIBILITY POLICY CRITERIA:</b>						
Will the change result in an efficient administrative and project delivery process?						Yes
Will the change result in an addition or cancellation of a capital project?						No
Will the underlying scope change alter the nature and type of capital project?						Yes
Where additional funding is required, are the funds from a combination of savings from fully tendered projects, other uncommitted sources such as grants and offsite levies, and cash flow management with other capital projects?						Yes
Will the change result in Council set debt and debt service limits being exceeded?						No
<i>In order for this to be a Fiscal Management Policy Amendment the questions above must answer, Yes, No, No, Yes, No, respectively.</i>						



	<b>REGIONAL MUNICIPALITY OF WOOD BUFFALO</b>	<b>CAPITAL BUDGET AMENDMENT</b> <b>Council</b>				
<b>CURRENT PROJECT NAME:</b> Thickwood Reservoir Replacement - Design <b>AMENDED PROJECT NAME:</b>						
Group I/O	Revenue I/O	Expense I/O				
New Project						
<b>ORDER CODES (if assigned):</b>						
<b>CURRENT PROJECT BUDGET</b>						
Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2015 & Prior	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2016	-	-	-	-	-	-
2017	-	-	-	-	-	-
2018	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>CURRENT COST AND COMMITMENT</b>						
As at	Current Budget	Actual to Date	Commitments	Available		
	\$ -	\$ -	\$ -	\$ -		
<b>DESCRIPTION/RATIONALE FOR BUDGET AMENDMENT</b> <p>The Thickwood reservoir was found to be significantly damaged and beyond reasonable repair during inspections. This reservoir structure is nearing its 50 year design life. Currently the old reservoir is not in use resulting in a significant shortfall of the Alberta Environment (AE) Standards for the required storage capacity for the Thickwood reservoir system. The scope of this project is the design of a new reservoir to replace the old one to meet AE requirements. The scope includes improvements to connecting water lines, electrical infrastructure, SCADA, and other required updates to ensure regulatory compliance. A capital budget for design is urgently required so that demolition and construction work can be completed in 2017.</p>						
<b>AMENDED PROJECT BUDGET</b>						
Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2015 & prior	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2016	700,000	-	-	700,000	-	-
2017	-	-	-	-	-	-
2018	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>TOTAL</b>	\$ 700,000	\$ -	\$ -	\$ 700,000	\$ -	\$ -
<b>Budget Change</b>						
<b>TOTAL</b>	\$ 700,000	\$ -	\$ -	\$ 700,000	\$ -	\$ -
<b>FISCAL RESPONSIBILITY POLICY CRITERIA:</b>						
Will the change result in an efficient administrative and project delivery process?						Yes
Will the change result in an addition or cancellation of a capital project?						Yes
Will the underlying scope change alter the nature and type of capital project?						No
Where additional funding is required, are the funds from a combination of savings from fully tendered projects, other uncommitted sources such as grants and offsite levies, and cash flow management with other capital projects?						Yes
Will the change result in Council set debt and debt service limits being exceeded?						No
<i>In order for this to be a Fiscal Management Policy Amendment the questions above must answer, Yes, No, No, Yes, No, respectively.</i>						

	<b>REGIONAL MUNICIPALITY OF WOOD BUFFALO</b>	<b>CAPITAL BUDGET AMENDMENT</b> <b>Council</b>				
<b>CURRENT PROJECT NAME:</b> Twin Highway 69 West Saline Creek to Range Road 85 (West Airport Boundary Road)						
<b>AMENDED PROJECT NAME:</b>						
<b>Group I/O</b> 0982014	<b>Revenue I/O</b> 700587	<b>Expense I/O</b> 600993				
<b>Project Amendment</b>						
<b>ORDER CODES (if assigned):</b>						
<b>CURRENT PROJECT BUDGET</b>						
Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debenture Financed
2015 & Prior	\$ 45,000,000	\$ -		\$ 45,000,000	\$ -	\$ -
2016	-	-		-	-	-
2017	-	-	-	-	-	-
2018	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 45,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 45,000,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>CURRENT COST AND COMMITMENT</b>						
As at	Current Budget	Actual to Date	Commitments	Available		
8/24/2016	\$ 45,000,000	\$ 34,680,370	\$ 8,989,970	\$ 1,329,660		
<b>DESCRIPTION/RATIONALE FOR BUDGET AMENDMENT</b>						
<p>This budget amendment is to change the scope in the referenced project and to include the installation of advance warning signal devices, when approaching signalized intersections. These devices will prepare motorists to slow down to a speed from which they can safely stop at traffic signals.</p> <p>This scope change request is a result of the recommendation to change the speed limit on Sapræ Creek Trail (Hwy 69) from 70 km/h to 80 km/h between Saline Creek Parkway and east of MacKenzie Boulevard. The cost of the additional scope will be covered through part of the available budget for the project.</p>						
<b>AMENDED PROJECT BUDGET</b>						
Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debenture Financed
2015 & prior	\$ 30,822,632	\$ -	\$ -	\$ 30,822,632	\$ -	\$ -
2016	14,177,368	-	-	14,177,368	-	-
2017	-	-	-	-	-	-
2018	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 45,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 45,000,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Budget Change</b>						
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>FISCAL RESPONSIBILITY POLICY CRITERIA:</b>						
Will the change result in an efficient administrative and project delivery process?						Yes
Will the change result in an addition or cancellation of a capital project?						No
Will the underlying scope change alter the nature and type of capital project?						Yes
Where additional funding is required, are the funds from a combination of savings from fully tendered projects, other uncommitted sources such as grants and offsite levies, and cash flow management with other capital projects?						Yes
Will the change result in Council set debt and debt service limits being exceeded?						No
<i>In order for this to be a Fiscal Management Policy Amendment the questions above must answer, Yes, No, No, Yes, No, respectively.</i>						



## **Subject: Second Quarter 2016 Financial Performance Update**

### **APPROVALS:**

Linda Ollivier, Director  
Elsie Hutton, Executive Director  
Kevin Scoble, Deputy Chief Administrative Officer

### **Administrative Recommendation:**

That the Second Quarter 2016 Financial Performance Update be accepted as information.

### **Summary:**

As part of the Council oversight responsibilities and transparency, quarterly updates are presented to Council identifying variances on actual expenses compared to the approved budget and the projection to year-end. Due to the wildfire we did not present the first quarter instead we have combined the first two quarters of 2016 in this report.

The year-end projection based on June 30, 2016 performance is a net deficit of \$16.0M (19.36% of the budgeted revenues).

The projected deficit takes into account the \$10M reduction in the 2016 Operating Budget. In addition \$26.8M revenue losses in sales and user charges, licenses and permits, returns on investments and the \$46.8M transfer of additional tax revenues to the Emerging Issues Reserve for anticipated property tax appeals.

The projected revenue losses of approximately \$26.8M is mainly from:

- Building Permits - \$1.9M
- Commercial Sewage - \$6.1M
- Landfill Fees - \$3.0M
- Residential Water- \$3.3M
- Return on Investments- \$3.4M

The year-end projection does not take into consideration the proposed property tax cancellations since Council consideration and approval had not taken place at the time of the drafting of this report. In addition, approximately \$18M of remedial cleaning expenses for all Municipal facilities due to smoke damage is not included at this time.

Year-end projection information will continue to be reviewed and updated.

**Background:**

The Quarterly Financial Report has been enhanced to include more comprehensive financial information to allow for greater accountability. Included in the report is information pertaining to our Budget Position, Council Initiative, Capital, Investments, Debt and Grants. The additional information provides tools to strengthen the organization's capacity to plan, self-assess and report. The format has been changed to align more closely with our Annual Financial Report and will be published on our website.

**Budget/Financial Implications:**

Operating revenues to June 30, 2016 are \$396.8M or 47.8% of revenue budgeted for the year. On an annual basis current revenue projections for the year are \$843.3M which is \$13.1M more than budgeted for 2016 or 101.6% of the 2016 budget. This is primarily due to the increase of second quarter projected property tax revenues by \$41.1M (\$46.8M due to new construction growth in property tax revenue, less \$5.7M due to assessment adjustments). The construction growth portion of \$46.8M was transferred to the Emerging Issues Reserve for anticipated property tax appeals based on current trends.

The projected decreases in revenue are in sales and user charges, licenses and permits and returns on investments. The decrease in sales of commercial sewage, bulk water, landfill fees, and permitting fees are a result of reduced demand plus waived utility charges for the months of May and June due to the wildfire. The decrease in the return on investments is due to redemption of investments to satisfy immediate cash flow requirements and lower market returns.

Operating expenses to June 30, 2016 are \$369.2M or 44.7% of the expenses budgeted for the year. On an annual basis current expense projections for the year are \$859.4M which equates to \$29.2M more than budgeted for 2016 or 103.5% of the 2016 budget. This increase in expenses is due to the transfer of \$46.8M from property tax revenue to the Emerging Issues Reserve for assessment appeals.

The projected expense decreases in the first quarter were mainly due to lower winter maintenance costs due to a milder winter. In the second quarter, decreases were seen in contracted and general services, purchases from other governments and materials, goods, supplies and utilities mainly due to the Municipality's operations being focused on firefighting activities versus budgeted operations during May and June. The reimbursable expenses for the firefighting are not recorded in the operating budget.

Subsequent expenses for remedial cleaning required to ensure facilities affected by the wildfire are fit for our workforce and public to occupy will cost the Municipality approximately \$18M. Our insurance provider does not cover these costs as our policy is for "direct physical damage" and therefore does not extend to smoke damages to facilities. Administration is investigating other potential alternate funding sources. These expenses will be included in the next quarter's projections.

Administration has identified \$9.7M in reductions to our 2016 Operating Budget. We are aligned to achieve Council's \$10M Budget Reduction Initiative goal. The \$9.7M decrease is in salaries, wages and benefits, contracted and general services and materials, goods supplies and utilities. The second portion of this Council initiative is to reduce 30 full time equivalent vacant positions. As of June 30, 2016, 19 vacant positions have been eliminated.

Capital spending for the first two quarters equals \$67.5M. May and June are showing lower amounts due to work being suspended during the wildfire. At the end of the second quarter, the 2016 budget balance for all active capital projects was \$893.1M of this amount \$453.7M was the approved 2016 budget and \$325.7M was carried forward into 2016 from 2015. These budget figures do not take into account the review undertaken by Council as the review was completed after June 30, 2016.

Continued monitoring of department projections to confirm if all budgeted work can be completed by year-end enables us to update the projected year-end position. In the event the projected deficit continues, Administration may need to bring forward a report to access funding from the Emerging Issues Reserve (EIR). If the EIR balance is less than the \$50M minimum uncommitted, funding in 2017 will need to be budgeted to maintain the minimum per FIN-160 Fiscal Responsibility Policy.

**Strategic Plan Linkages:**

Pillar 1 – Building Responsible Government

Pillar 6 – Building a Sustainable Region

**Attachment:**

1. Regional Municipality of Wood Buffalo Quarterly Financial Report for the quarter ended June 30, 2016.





An aerial photograph of a river with several large, meandering loops, surrounded by a dense, green forest. The river is a dark brown color, contrasting with the vibrant green of the trees. The landscape is hilly, with the river carving its path through the terrain.

# **Regional Municipality of Wood Buffalo**

## **Quarterly Financial Report**

**For the quarter ended June 30, 2016**





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An aerial photograph of a vast, winding reservoir or lake system. The water is a deep blue, with lighter, sandy areas visible in some of the shallower bays and peninsulas. The surrounding land is densely covered with green forest. The perspective is from a high vantage point, looking down and across the water towards the horizon.

# EXECUTIVE SUMMARY

## **BUDGET POSITION**

### **Operating Budget**

The Annual Budget presented reflects Council's approved 2016 budget and the Council reduction initiative of \$10.0 million. The projection for the end of the year is being forecasted at a \$16.0 million deficit. This is mainly due to reduced revenues in the first two quarters of 2016 for sales and user charges, licenses and permits and returns on investments.

### **Operating Revenues**

Operating revenues to June 30, 2016 are \$396.8 million or 47.8% of revenue budgeted for the year. On an annual basis current revenue projections for the year are \$843.3 million which is \$13.1 million more than budgeted for 2016 or 101.6% of the 2016 budget.

This is primarily due to the increase of second quarter projected property tax revenues by \$41.1 million (\$46.8 million due to new construction growth in property tax revenue less \$5.7 million due to assessment adjustments). The construction growth portion of \$46.8 million was transferred to the Emerging Issues Reserve for anticipated property tax appeals based on current trends.

The projected decreases in revenue are in sales and user charges, licenses and permits and returns on investments. The decreases in sales of commercial sewage, bulk water, landfill fees, and permitting fees, are a result of reduced demand plus waived utility charges for the months of May and June due to the wildfire. The decrease in the return on investments is due to redemption of investments to satisfy immediate cash flow requirements and lower market returns.

### **Operating Expenses**

Operating expenses to June 30, 2016 are \$369.2 million or 44.7% of the expenses budgeted for the year. On an annual basis current expense projections for the year are \$859.4 million which equates to \$29.2 million more than budgeted for 2016 or 103.5% of the 2016 budget.

The projected expense decreases in contracted and general services, purchases from other governments and materials, goods, supplies and utilities are due to the Municipality's operations being focused on firefighting activities versus budgeted operations during May and June. The reimbursable expenses for the firefighting are not recorded in the Operating Budget. Within the first quarter savings on the winter maintenance costs due to milder winter conditions were realized, this is also reflected in these expense categories.

The projected transfer to the Emerging Issues Reserve increased the expenses by \$46.8 million as reflected in transfer to reserve/operations.

## **COUNCIL INITIATIVE**

### **Budget Reduction Initiative**

On December 8, 2015, Council approved a motion to decrease the 2016 operating budget by \$10.0 million. As of June 30, 2016 Administration has reduced \$9.7 million of expense from the budget we are aligned to achieve the \$10.0 million goal. The decrease is in salaries, wages and benefits, contracted and general services and materials, goods supplies and utilities. As part of this initiative Council also directed

Administration to reduce the full time equivalent positions by 30, as of June 30, 2016 we have eliminated 19 positions.

## **FINANCIAL POSITION**

### **Capital**

The Municipality approved the 2016 budget of \$453.7 million plus an additional budget of \$325.7 million carried forward into 2016 from 2015. At the end of quarter two, the budget balance for all active projects is \$893.1 million. During the first two quarters of 2016, \$67.5 million is spent on the delivery of capital projects and added to assets under construction.

Included in the Capital Budget section is a financial summary of the capital projects that are specifically listed in the 2015-2017 Strategic Plan.

### **Investments**

The Municipality has a \$318.0 million investment portfolio as of June 30, 2016.

This year there has been a net decrease of \$59.9 million in the portfolio due to a \$62.1 million withdrawal and not reinvested at maturity to meet operating and capital cash needs. This is offset by the receipt of \$2.2 million of investment income.

### **Debt**

Municipal debt at June 30, 2016 of \$293.7 million has been reduced by \$7.5 million since December 31, 2015. The Municipality presently has a total debt commitment of \$1.0 billion of this \$739.0 million has not been drawn. We are within the debt limits outlined in Alberta Regulation (AR) 255/2000 of the Alberta Municipal Government Act and the Debt Management Policy.

### **Grants**

The Municipality received \$62.6 million in capital grants and \$4.3 million in operating grants in 2016. Presently, there are several grant applications submitted totaling \$3.9 million. Research into grant opportunities is an on-going process.

## **CONCLUSION**

The Municipality is projecting a \$16.0 million deficit for 2016 due to many contributing factors. The impact being experienced by the continued slowdown in the economy is shown in the reduced revenues for sales and user charges and licenses and permits. The reduced revenues were experienced in the first quarter of 2016 prior to the wildfire. Added to this is the impact of the wildfire on revenues. Continued monitoring of department projections to confirm if all budgeted work can be completed by year end will enable us to update the projected year-end position. Capital spending for the first half of the year is predicated by budgets prior to the fire. Administration continues to focus on additional cost reductions and close monitoring of investments and debt plus any new grant opportunities.





## Operating Budget

### REGIONAL MUNICIPALITY OF WOOD BUFFALO

#### Municipal Operating Revenues and Expenses

For the Period Ending June 30, 2016

	June 2015 Actual YTD (Note 1)	June 2016 Actual YTD	Annual Budget (Notes 2 & 3)	Annual Projections (Note 2)
<b>Revenue:</b>				
Net taxes available for municipal purposes	\$ 360,689,007	\$ 360,450,651	\$ 721,110,800	\$ 762,165,347
Government transfers	11,672,267	10,103,570	14,827,400	15,178,372
Sales and user charges	25,559,300	13,372,187	56,132,700	35,028,803
Sales to other governments	116,908	1,734,650	3,469,600	3,469,600
Penalties and costs on taxes	685,128	571,669	2,085,800	1,115,900
Licenses and permits	3,079,068	1,343,369	5,867,700	3,586,795
Fines	1,620,835	1,518,640	3,990,000	3,027,000
Franchise and concession contracts	4,012,842	3,027,521	8,892,000	8,213,000
Returns on investments	5,781,201	2,425,529	11,059,000	7,627,519
Rentals	297,847	724,063	735,900	1,056,794
Other	770,589	436,463	1,036,500	1,053,039
Transfers from reserves/operations	7,984,500	1,116,872	991,000	1,816,772
	422,269,492	396,825,184	830,198,400	843,338,941
<b>Expenses:</b>				
Salaries, wages and benefits	109,519,782	129,833,610	259,273,000	258,098,687
Contracted and general services	55,242,653	24,017,547	107,904,800	95,543,011
Purchases from other governments	11,596,050	11,934,963	28,147,800	25,261,817
Materials, goods, supplies and utilities	14,432,301	10,403,286	42,052,300	40,995,843
Provision for allowances	1,280,413	176,712	676,300	624,250
Transfers to local boards and agencies	330,000	471,500	700,000	700,000
Transfers to individuals and organizations	16,005,816	17,434,479	39,203,400	39,203,400
Bank charges and short-term interest	135,228	67,275	290,000	289,727
Interest on long-term debt	7,407,000	7,025,016	13,930,800	13,930,800
Other	7,385	11,911	297,300	239,300
Debenture repayment	7,614,678	7,512,392	15,702,300	15,702,300
Transfers to reserves/operations	158,828,207	160,333,093	322,020,400	368,820,677
	382,399,513	369,221,784	830,198,400	859,409,812
<b>Excess (deficit) operating revenues over expenses</b>	<b>\$ 39,869,979</b>	<b>\$ 27,603,400</b>	<b>\$ -</b>	<b>\$ (16,070,871)</b>

#### Notes:

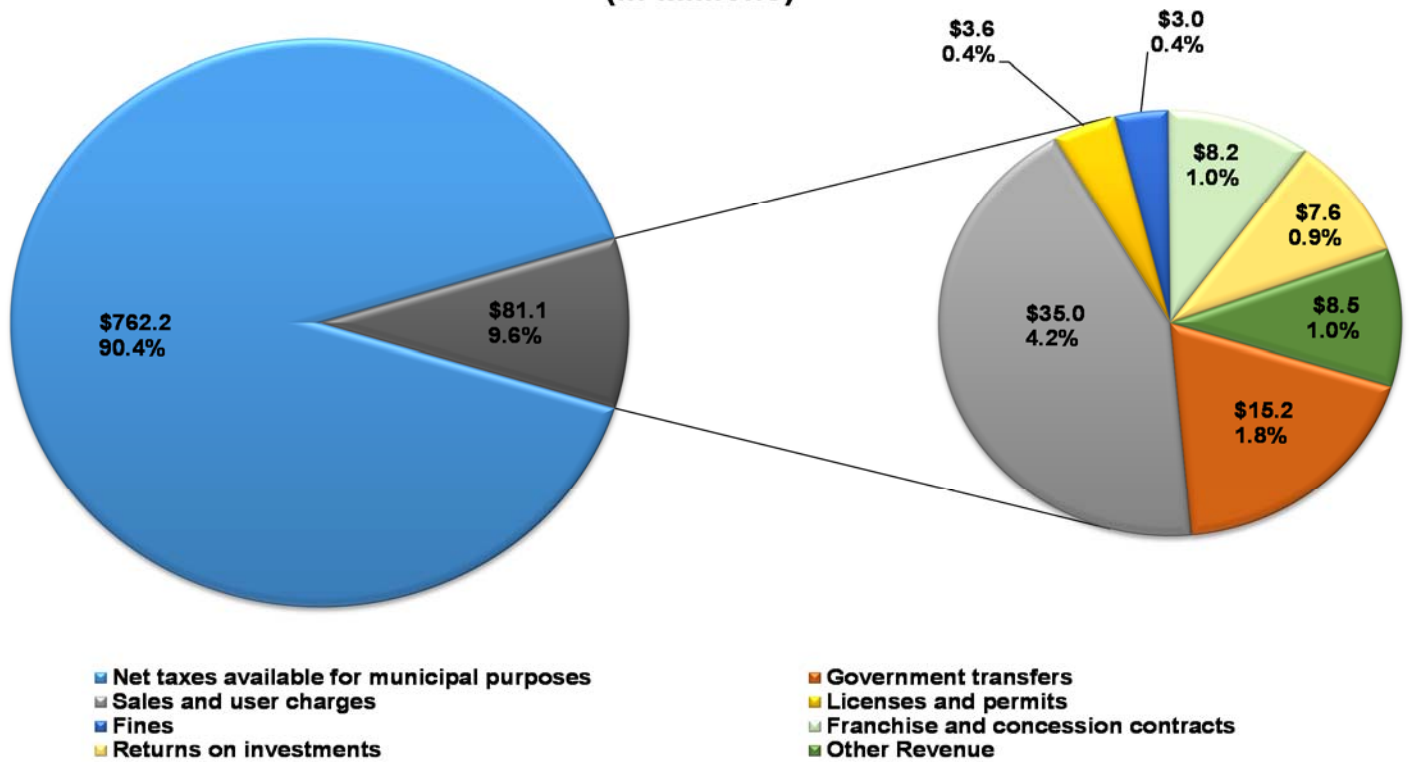
(1) 2015 net taxes available for municipal purposes and returns on investments amounts are normalized

(2) Annual budget and projections include the council budget reduction initiative amount

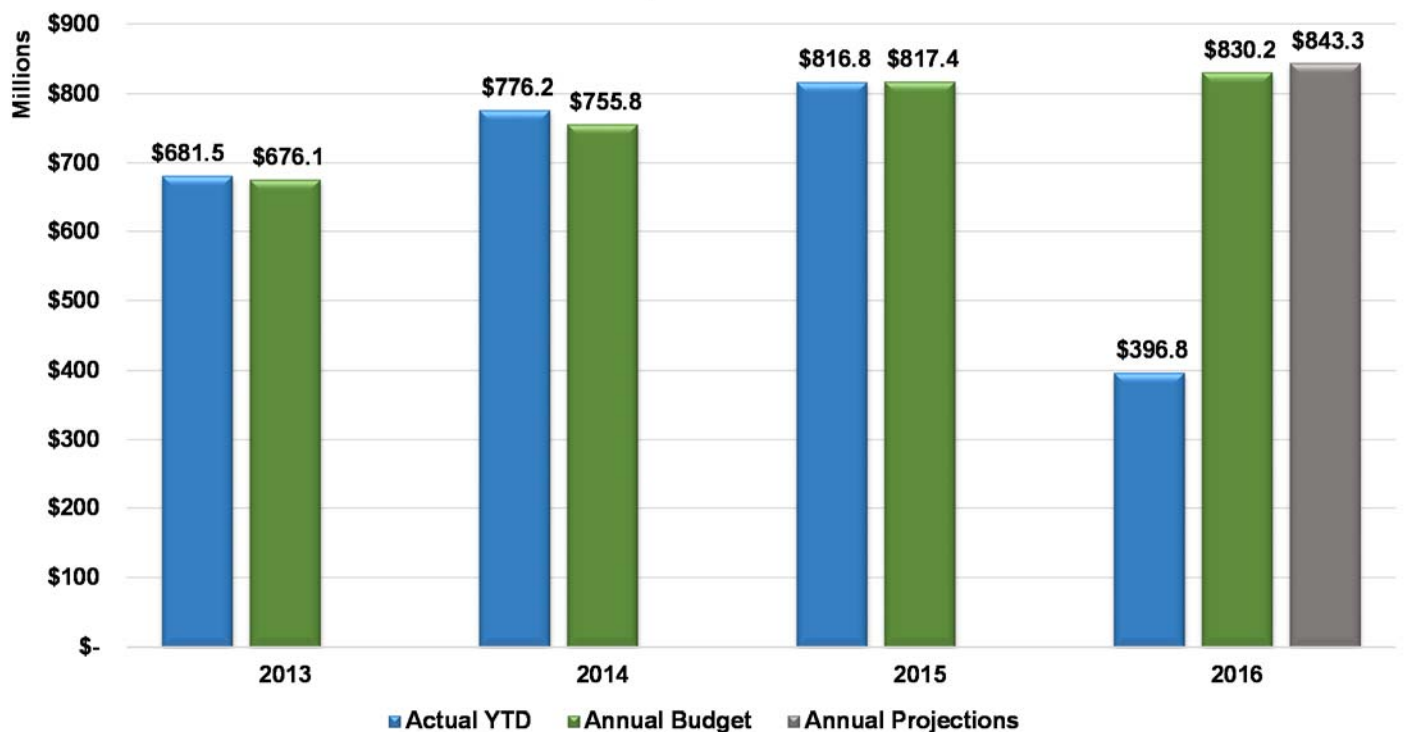
(3) Annual budget does not reflect the amendment that took place during the third reading of the Property Tax Rate Bylaw

## Operating Budget (continued)

**2016 Revenue - Annual Projections  
(In Millions)**

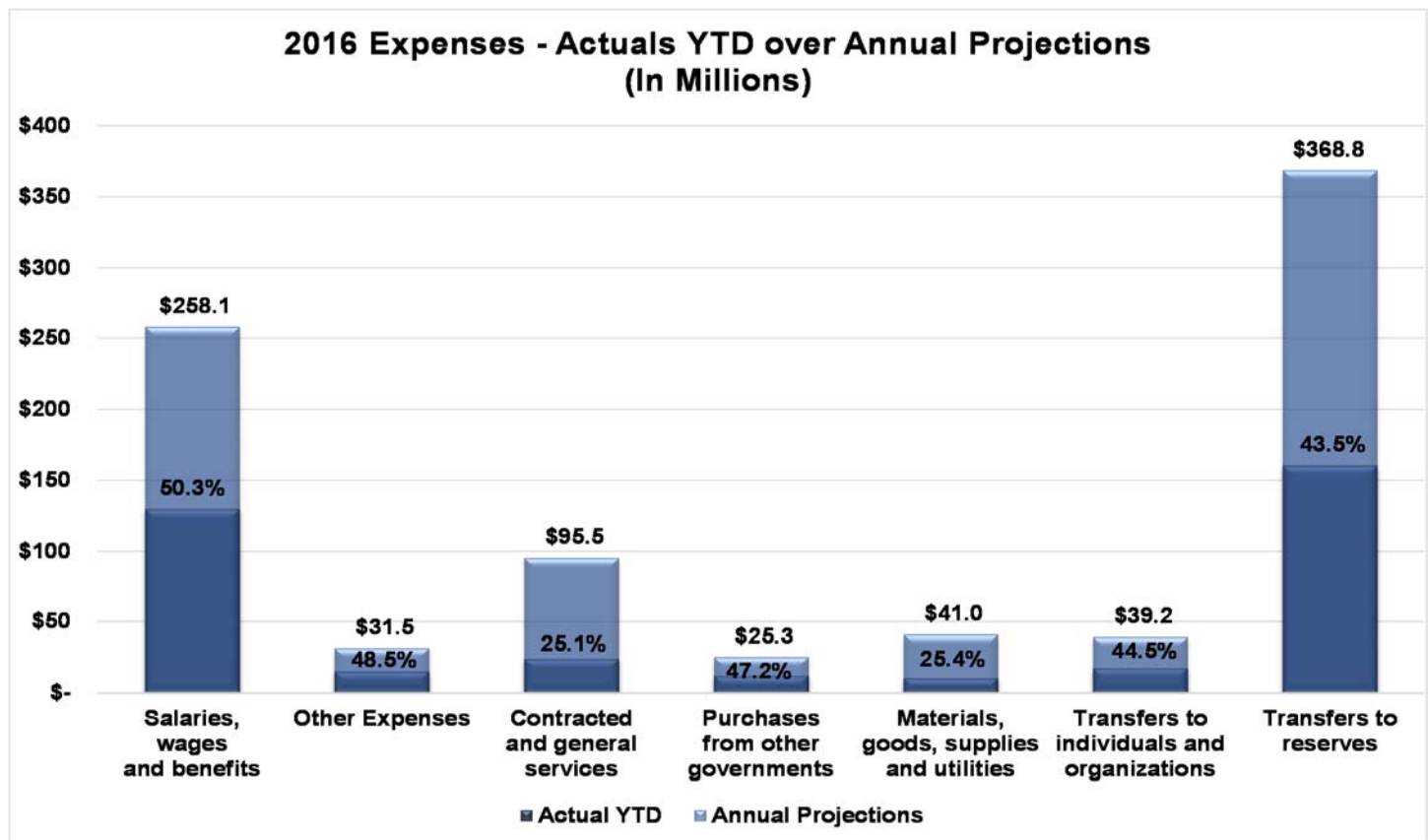


**Municipal Revenues**

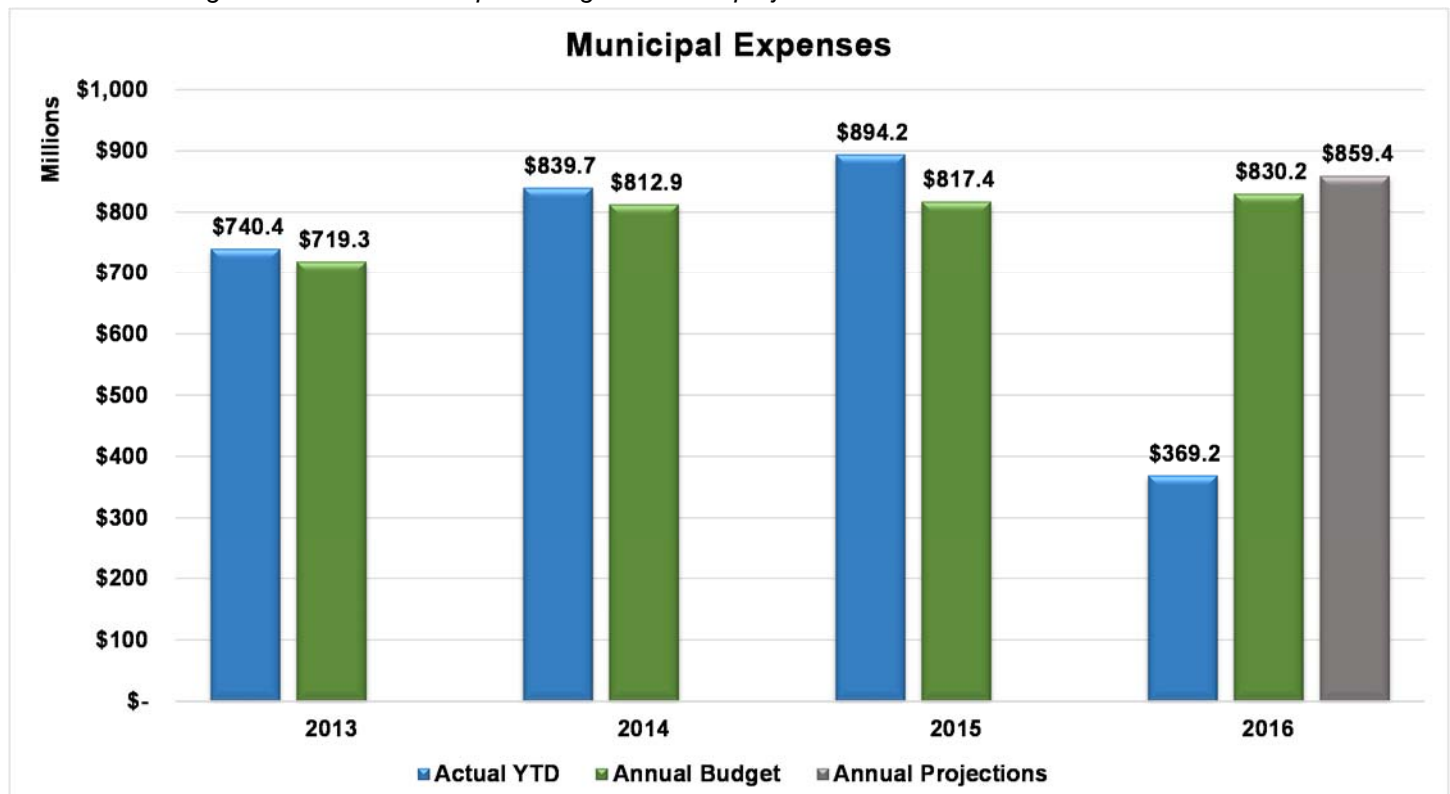




## Operating Budget (continued)



*\*Note - Percentages reflect actual YTD percentage of annual projections*



## Operating Budget (continued)

### REGIONAL MUNICIPALITY OF WOOD BUFFALO

#### Operating Expenses by Segment

For the Period Ending June 30, 2016

	June 2016 Actual YTD (A)	June 2016 Budget YTD (B)	Incr (Decr) YTD (B - A)	Annual Budget (C)	Annual Projection (D)	Incr (Decr) 2016 (C-D)
<b>Protective Services</b>						
Police	\$ 19,516,131	\$ 21,760,415	\$ 2,244,284	\$ 43,213,765	\$ 39,838,430	\$ 3,375,335
Fire	15,837,965	19,272,546	3,434,581	36,631,468	32,483,281	4,148,187
Disaster and Emergency Measurers	516,782	436,128	(80,654)	888,196	972,450	(84,254)
Ambulance and First Aid	4,498,073	4,860,283	362,210	9,930,495	9,867,997	62,498
Bylaw Enforcement	4,395,648	5,070,154	674,506	9,717,609	9,058,100	659,509
<b>Subtotal</b>	<b>44,764,599</b>	<b>51,399,526</b>	<b>6,634,927</b>	<b>100,381,533</b>	<b>92,220,258</b>	<b>8,161,275</b>
<b>Recreation and Culture</b>						
Recreation Boards	306,379	89,500	(216,879)	179,000	361,470	(182,470)
Parks and Recreation	15,878,152	23,244,646	7,366,494	41,186,877	35,806,818	5,380,059
Culture: Libraries, Museums, Halls	3,114,668	3,398,660	283,992	6,776,660	5,923,000	853,660
<b>Subtotal</b>	<b>19,299,199</b>	<b>26,732,806</b>	<b>7,433,607</b>	<b>48,142,537</b>	<b>42,091,288</b>	<b>6,051,249</b>
<b>Environmental Use and Protection</b>						
Water Supply and Distribution	11,357,598	15,411,706	4,054,108	28,462,991	21,910,703	6,552,288
Wastewater Treatment and Disposal	11,943,203	12,029,265	86,062	24,007,744	15,999,668	8,008,076
Waste Management	7,525,899	10,964,503	3,438,604	19,976,294	20,130,150	(153,856)
<b>Subtotal</b>	<b>30,826,700</b>	<b>38,405,474</b>	<b>7,578,774</b>	<b>72,447,029</b>	<b>58,040,521</b>	<b>14,406,508</b>
<b>Transportation</b>						
Common and Equipment Pool	9,217,955	14,229,394	5,011,439	27,730,447	31,083,209	(3,352,762)
Roads, Streets, Walks, Lighting	13,387,817	19,129,599	5,741,782	42,896,740	30,646,411	12,250,329
Public Transport	13,771,084	17,453,606	3,682,522	33,694,960	31,345,139	2,349,821
Storm Sewers and Drainage	105,971	262,192	156,221	422,810	587,825	(165,015)
<b>Subtotal</b>	<b>36,482,827</b>	<b>51,074,791</b>	<b>14,591,964</b>	<b>104,744,957</b>	<b>93,662,584</b>	<b>11,082,373</b>
<b>Public Health and Welfare</b>						
Family and Community Support	16,457,023	14,978,180	(1,478,843)	30,428,817	30,557,980	(129,163)
Day Care	-	-	-	-	-	-
Cemeteries and Crematoriums	145,449	561,710	416,261	1,049,548	690,300	359,248
<b>Subtotal</b>	<b>16,602,472</b>	<b>15,539,890</b>	<b>(1,062,582)</b>	<b>31,478,365</b>	<b>31,248,280</b>	<b>230,085</b>
<b>Planning and Development</b>						
Land Use Planning, Zoning and Development	5,915,308	6,309,785	394,477	13,471,500	13,150,117	321,383
Subdivision Land and Development	-	-	-	-	-	-
Public Housing Operations	641	350	(291)	700	700	-
Land, Housing and Building Rentals	4,066,161	4,401,850	335,689	10,202,689	8,132,592	2,070,097
<b>Subtotal</b>	<b>9,982,110</b>	<b>10,711,985</b>	<b>729,875</b>	<b>23,674,889</b>	<b>21,283,409</b>	<b>2,391,480</b>
<b>General Government and Fiscal Services</b>						
Council and Other Legislative	803,781	1,035,528	231,747	2,127,009	2,425,690	(298,681)
General Administration and Fiscal Services	202,958,198	210,155,614	7,197,416	427,639,934	498,957,391	(71,317,457)
Other General Government	6,676,886	7,719,037	1,042,151	15,564,447	15,482,691	81,756
Other	825,012	999,000	173,988	3,997,700	3,997,700	-
<b>Subtotal</b>	<b>211,263,877</b>	<b>219,909,179</b>	<b>8,645,302</b>	<b>449,329,090</b>	<b>520,863,472</b>	<b>(71,534,382)</b>
<b>Municipal Operations Expenses</b>	<b>\$ 369,221,784</b>	<b>\$ 413,773,651</b>	<b>\$ 44,551,867</b>	<b>\$ 830,198,400</b>	<b>\$ 859,409,812</b>	<b>\$ (29,211,412)</b>





## Budget Reduction Initiative

# REGIONAL MUNICIPALITY OF WOOD BUFFALO

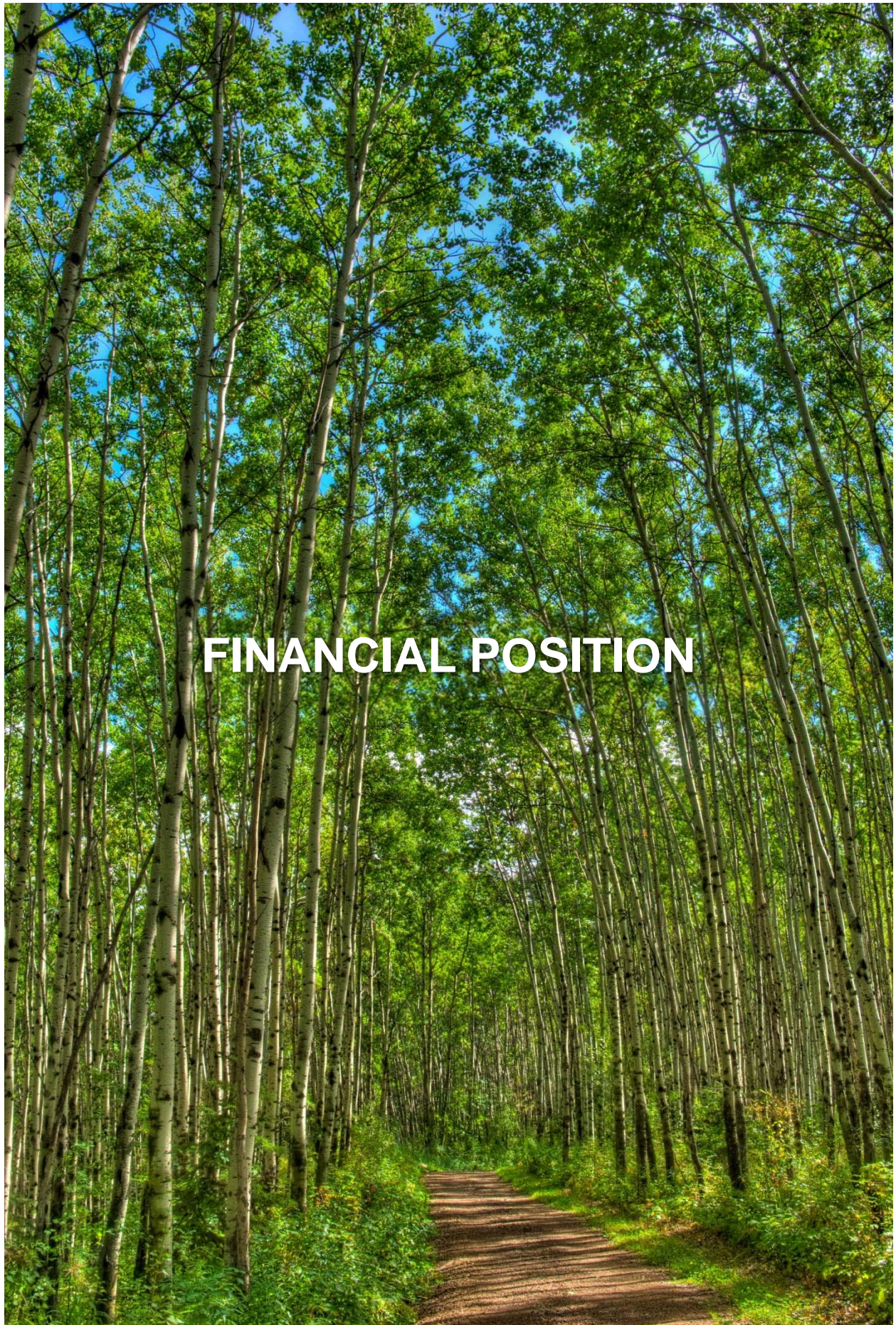
## 2016 Budget Reductions Initiatives

For the Period Ending June 30, 2016

	Total Budget Reduction
<b>Council Motion</b>	<b>\$ 10,000,000</b>
<b>Expense</b>	
Salaries, wages and benefits	1,891,234
Contracted and general services	6,378,100
Materials, goods, supplies and utilities	1,369,000
Transfers to individuals and organizations	98,500
Bank charges and short-term interest	13,000
<b>Subtotal</b>	<b>9,749,834</b>
<b>Remaining Savings Required</b>	<b>\$ 250,166</b>

	Eliminated Positions
<b>Full Time Equivalent Reductions</b>	
<b>Council Motion</b>	<b>30</b>
Eliminated	19
<b>Remaining Reductions Required</b>	<b>11</b>







## Capital

### Strategic Plan Projects

The 2015 – 2017 Strategic Plan specifically lists capital project priorities within the seven goals intended to address the vision and goals of the longer-term Municipal Development Plan (MDP). The following is a summary of the active capital projects located within the Strategic Plan.

### REGIONAL MUNICIPALITY OF WOOD BUFFALO

#### Strategic Plan Capital Projects

For the Period Ending June 30, 2016

	Total Budget All Years	June 2016 Allotted *	June 2016 Available
<b>2 - Building Balanced Regional Services Strategic Plan Projects</b>			
Fort Chipewyan WTP Expansion - Construction	\$ 37,000,000	\$ 36,956,034	\$ 43,967
Fort Chipewyan WTP Upgrade - Design	2,500,000	1,589,903	910,097
Parsons Creek Water Supply Line	42,750,000	38,257,993	4,492,007
Flood Mitigation - Construction	197,700,000	3,492,037	194,207,963
Flood Mitigation - Predesign/Design	9,800,000	1,166,113	8,633,887
Saline Water Main Hardin St. to King St. Booster	14,000,000	13,966,483	33,517
Janvier Sewage Lagoon Upgrade - Construction	200,000	16,088	183,912
Anzac Fire Hall - Construction	12,000,000	10,077,718	1,922,282
Anzac Fire Hall - Design	560,000	560,000	-
Anzac WWTP & Effluent Pipeline	51,439,588	47,171,375	4,268,213
Confederation Way Sanitary Sewer Bypass	31,000,000	25,963,295	5,036,705
Beacon Hill Outflow & Pipeline Upgrade	15,000,000	9,673,858	5,326,142
Fort MacKay Fire Hall - Construction	15,000,000	-	15,000,000
Fort MacKay Fire Hall - Design	800,000	779,094	20,906
Fort MacKay Fire Hall - Predesign	200,000	86,339	113,661
<b>Subtotal</b>	<b>429,949,588</b>	<b>189,756,329</b>	<b>240,193,259</b>
<b>5 - Building a Reliable Transportation System Strategic Plan Projects</b>			
Hwy 69: Twin 69 West Saline - West Airport Boundary Road	45,000,000	43,587,453	1,412,547
Hwy 69: Intersec Improve Hwy 69-Mackenzie Blvd	6,500,000	5,939,592	560,408
Hwy 69: Intersec Improve Hwy 69-West Airport Boundary Road	6,101,467	6,101,467	-
Fort Chipewyan Firebag Bridge Replacement - Construction	12,200,000	11,475,605	724,395
<b>Subtotal</b>	<b>69,801,467</b>	<b>67,104,117</b>	<b>2,697,350</b>
<b>6 - Building a Sustainable Region Strategic Plan Projects</b>			
Material Recovery Facility (MRF) Expansion	3,000,000	2,243,803	756,197
Landfill Gas Management System - Predesign/Design	400,000	155,000	245,000
<b>Subtotal</b>	<b>3,400,000</b>	<b>2,398,803</b>	<b>1,001,197</b>
<b>7 - Building for a Healthy and Active Lifestyle Strategic Plan Projects</b>			
Conklin Multiplex - Construction	50,000,000	47,062,745	2,937,255
Conklin Multiplex - Predesign	3,900,000	3,080,425	819,575
Northside Multiuse Facility Phase 1 - Construction	34,500,000	-	34,500,000
Northside Recreation Centre - Design	13,500,000	9,143,697	4,356,303
Fort Chipewyan Swimming Pool - Construction	36,473,100	33,955,299	2,517,801
Fort Chipewyan Swimming Pool - FF&E	700,000	26,229	673,771
<b>Subtotal</b>	<b>139,073,100</b>	<b>93,268,395</b>	<b>45,804,705</b>
<b>Strategic Plan Capital Projects Total</b>	<b>\$ 642,224,155</b>	<b>\$ 352,527,644</b>	<b>\$ 289,696,511</b>

\* Allotted equals Actuals to date plus Commitments

WTP = Water Treatment Plant

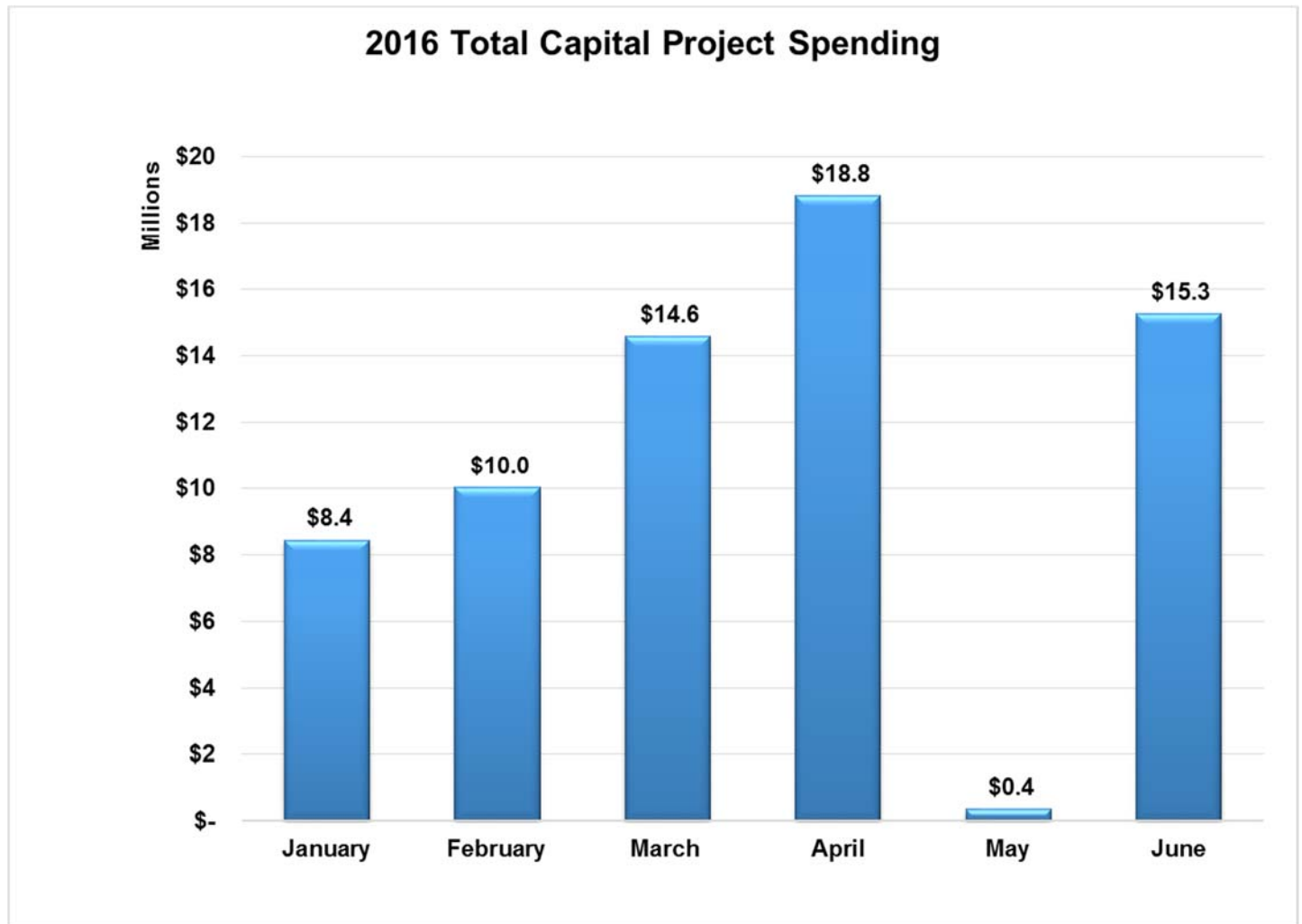
WWTP = Waste Water Treatment Plant

FF&E = Furniture, Fixtures & Equipment

## Capital (continued)

### Total Capital Spending

At the end of the second quarter, the 2016 budget balance for all active capital projects is \$893.1 million. A total of \$67.5 million was added to the assets under construction balance between January and June 2016. This equates to the total amount spent on capital project delivery during the first two quarters.



*\*Spending equal totals added to assets under construction during the month.*

## Investments

The Investment Policy FIN-140, outlines the investment objectives, benchmarks and parameters. This Policy is reviewed annually by Administration with changes recommended to Council for approval. Permissible investments are restricted to fixed income securities that meet the investment objectives and parameters.

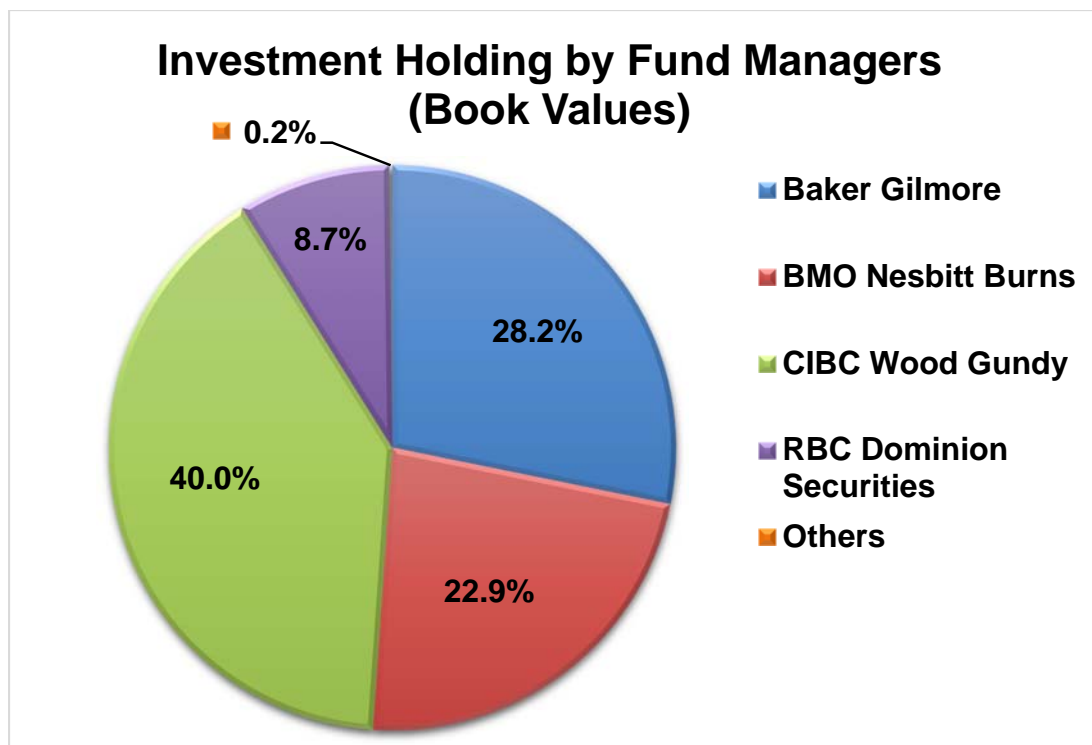
The table below shows the activity in the investment portfolio accounts with each investment fund manager. As of June 30, 2016 the Municipality has an investment portfolio amortized cost value of \$318.0 million and a market value of \$325.8 million. Returns on investments for the first half of 2016 are \$2.4 million with \$2.2 million from investment portfolio income (as shown below) and \$0.2 million from interest income earned on cash outside the investment portfolio.

### Investment Holdings

(In Millions)

Fund Managers	Book Value @ June 30, 2015	Book Value @ June 30, 2016	Market Value June 30, 2016	Return on Investment June 30, 2016
Baker Gilmore	\$ 98.9	\$ 89.8	\$ 90.3	\$ 0.6
BMO Nesbitt Burns	86.7	72.9	78.8	1.0
CIBC Wood Gundy	129.1	127.0	126.7	0.5
RBC Dominion Securities	39.3	27.6	28.3	0.1
Others	0.7	0.7	1.7	-
<b>Total</b>	<b>\$ 354.7</b>	<b>\$ 318.0</b>	<b>\$ 325.8</b>	<b>\$ 2.2</b>

During the first half of 2016, there is a net decrease in the investment portfolio of \$59.9 million. This is made up of \$62.1 million in withdrawals and amounts not reinvested at maturity in the investment portfolio to meet operating and capital cash needs offset by a net increase of \$2.2 million from investment income, amortization and other interest income within the investment portfolio.



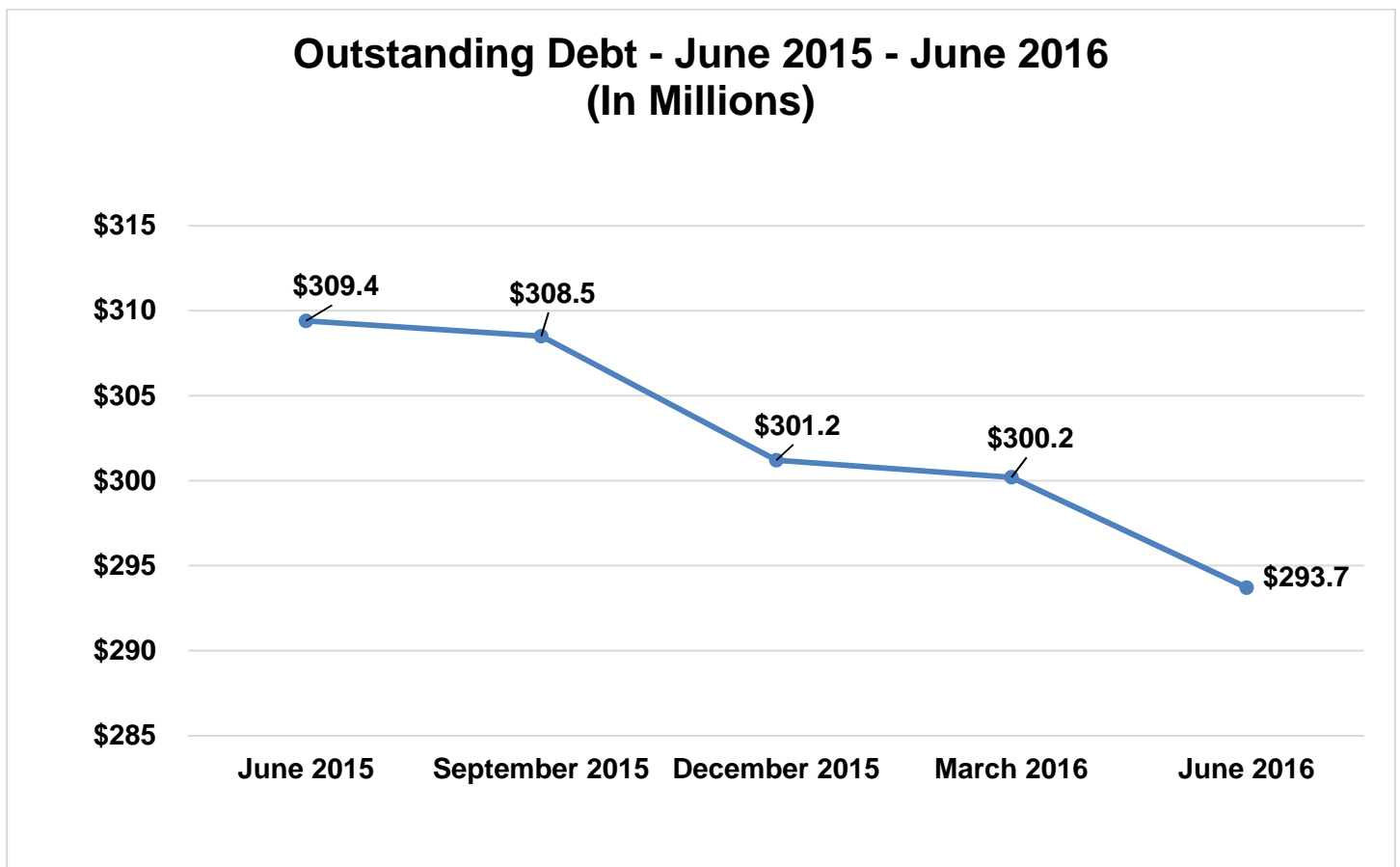
## Debt

Authority to incur debt for municipalities in Alberta is granted through Alberta Regulation (AR) 255/2000 of the Alberta Municipal Government Act (MGA) and in special cases, variation can be granted through a Ministerial Order. Sections 251 through 274 of the MGA provides guidance regarding indebtedness for operating and capital purposes.

The general debt limits for municipalities in Alberta allow for debt of 1.5 times revenue and 0.25 times revenue for debt service. Regional Municipality of Wood Buffalo's debt limit is set at 2 times revenue and debt service limit is set at 0.35 times revenue through AR255/2000.

Council, through the Debt Management Policy (FIN-120), set the Municipality's limits at 85% of the Alberta Debt Limit Regulation (AR) 255/2000.

As of June 30, 2016, the Municipality has \$293.7 million in debt outstanding, \$739.0 million in undrawn debt and a total debt commitment of \$1.0 billion.



For the second quarter outstanding debt decreased by \$6.5 million. Over the previous 12-month period shown above, the Municipality reduced its outstanding debt by \$15.7 million, with the largest principal payments made in June and December.

2010 was the last year the Municipality withdrew money for the purpose of financing capital projects. Since then there have been commitments, however, no funds have actually been drawn.

## Grants

### REGIONAL MUNICIPALITY OF WOOD BUFFALO

#### Summary of Capital and Operating Grants Awarded

As At June 30, 2016

Past & Current Capital Grants	*2016 Forecasted	2016	2013-2015	Additional Information
Municipal Sustainability Initiative (MSI)	\$ -	\$ 31,621,263	\$ 69,723,755	\$18,000,000 budgeted in 2016. Actual allocations determined by Provincial Budget. BMTG was rolled into this program in 2014
MSI Additional	-	-	12,079,872	Part of 2014 Provincial Fiscal Budget ending March 31, 2015
Basic Municipal Transportation Grant (BMTG)	-	-	4,604,388	This program has been rolled into the MSI Grant as of 2014
Federal Gas Tax Fund (FGTF)	-	6,740,851	17,441,503	\$6,000,000 budgeted in 2016. Actual allocations determined by Federal and Provincial Budgets
Alberta Municipal Water/Wastewater Partnership (AMWWP) - Fort Chipewyan WTP Expansion	-	19,756,092	-	Application submitted Nov 2015. Revised January 21, 2016. Approved for \$19,756,092 representing 69.64% of eligible costs.
Alberta Municipal Water/Wastewater Partnership (AMWWP) - Conklin WTP Phase 1 Expansion	-	4,286,347	-	Original approval in 2004 was for a \$922,500 contribution under the AMWWP program. A cost revision funding request was submitted in 2016 which resulted in additional AMWWP contribution of \$4,286,347 under AMWWP. Total grant \$5,208,847.25.
Western Economic Diversification Canada	-	-	245,160	Westwood/Westview Community Park upgrade
Alberta Transportation - Project Specific Grant	-	-	57,399	Landfill Access Upgrading
Alberta Transportation - Project Specific Grant	-	-	853,891	Highway 63 intersection improvements at Highway 69 and Mackenzie Blvd.
Alberta Transportation - Project Specific Grant	-	-	2,000,000	Highway 69 Intersection improvements at West Airport Boundary Road
GreenTRIP Grant	-	-	26,670,000	Transit Facility
GreenTRIP Grant	-	-	9,255,000	Transit Bus Purchases
Flood Recovery and Erosion Control Program	-	-	7,043,525	Five Riverbank Protection Projects
Alberta Community Resilience Program (ACRP)	-	-	10,000,000	Flood Mitigation Project (Deferred)
Alberta Community Partnership (ACP)	-	-	779,000	Fort Chipewyan Swimming Pool
911 Grant	-	242,193	249,372	2015 Amount was transferred from Operating for Capital Project. 911 Grants are calculated quarterly based on 911 revenue and population served by the Public Safety Answering Point (PSAP). In the 2016 forecast \$500,000 was estimated for all of 2016 from which the first quarter amount received is deducted as actual amounts received for the rest of 2016 are unknown at this time.
<b>Total Past &amp; Current Capital Grants</b>	<b>\$ -</b>	<b>\$ 62,646,746</b>	<b>\$ 161,002,864</b>	

\*Note - 2016 Forecasted grant amounts are estimated



## Grants (continued)

Capital Grant Applications in Progress	Submitted	Additional Information
Canada 150 Community Infrastructure Program	Application submitted for \$500,000 in possible funding	An application has been submitted for \$500,000 in possible funding towards the Anzac Community Centre Upgrades project.
GreenTRIP Grant	Application submitted for \$3,401,870 in possible funding	Transit Terminal - Application needs to be updated once location of transit terminal has been determined. Success of application will be announced following Provincial Budget. 2016-2017 Alberta Budget estimate \$125M provincially.

Unsuccessful Capital Applications	2016	2013-2015	Additional Information
Building Canada - Small Communities Fund	\$ -	\$ 6,000,000	Applications submitted for two projects - Beacon Hill Outfall and Pipeline Upgrade and the Rural Water and Sewer Servicing. Applications not successful.
Canada 150 Community Infrastructure Program	\$ -	\$ 500,000	Application submitted for Cricket Pitch Upgrades - Syncrude Athletic Park Project. Application not successful.
Alberta Blue Cross - Healthy Communities Grant	\$ -	\$ 50,000	Application submitted for Father Turcotte School Playground Design Build. Application not successful.
<b>Total Unsuccessful Capital Applications</b>	<b>\$ -</b>	<b>\$ 6,550,000.00</b>	

## Grants (continued)

Operating Grants	*2016 Forecasted	2016	2013-2015	Additional Information
Economic Development and Trade grant - Back to Business Resource Centre and Business Recovery Expositions	\$ -	\$ 750,000		To support the Back to Business Resource Centre and Business Recovery Expositions
FireSmart Community Grant Program	-	-	238,600	Fire Smart Grant from Alberta Government.
Summer Temporary Employment Program (STEP) Program		42,000	-	9 Labourer Positions, 1 Ecoomic Development Position
Municipal Electronics and Paint Round-up Grant	3,500	-	3,527	Alberta Recycling Grant to offset cost to advertise and run the round-up activities. There is a spring event and a fall event. Applied for spring event.
911 Grant	-	-	444,392	Reimbursement for partial operating costs for 911 services paid by AHS. Application needs to be submitted every June. A portion of the 2015 funding is reflected as a capital grant above.
Community Inclusion Grant (Diversity Plan 2016 and Beyond)	-	10,000	-	Human Rights, Education and Multiculturalism Fund (2016 - Project Budget \$44,440, Grant \$10,000)
Celebrate Canada Grant	-	9,000	9,000	Canadian Heritage provides financial support for activities organized during the Celebrate Canada period, from June 21 to July 1.
Fire Services and Emergency Preparedness Program	-	-	59,150	This program supports expanding and enhancing regional fire services training and emergency management training in preparation, response and recovery enabling effective municipal emergency management systems.
Police Officer Grant (POG)	-	300,000	900,000	Current funding agreement is for three (3) years commencing April 1, 2015 and ending March 31, 2018.
Municipal Policing Assistance Grant (MPAG)	-	1,323,584	3,475,200	Current funding agreement is for three (3) years commencing April 1, 2015 and ending March 31, 2018. Payment is based on per capita calculation.
Family and Community Safety Program (Children and Youth Service Grant)	-	150,000	110,837	Grant provided by the Minister of Human Services to provide advocacy services in the community.
Event Tourism Strategy	-	-	60,000	Payment from Province of Alberta for cultural and tourism events.
Aboriginal Affairs and Northern Development Canada	-	-	280,363	Funding for the Urban Aboriginal Strategy
Alberta Indigenous Relations	-	50,000	60,000	Grant to assist with the Urban Aboriginal Connection Initiative project - Wood Buffalo Pan Aboriginal Connection project.
Alberta Recycling Tire Marshalling Area	-	-	30,000	The grant is for the purchase and delivery of the concrete blocks for the containment area. Expected completion summer 2015.
Family & Community Support Services	-	1,646,300	4,709,194	Provincial level program through Alberta Human Services. Payment is based on population.
Flood Readiness Supplies Grant Program	-	-	234,445	One time grant program made available following the flooding of 2013 to purchase supplies to be ready in the event future flooding. Program closed.
Community Injury Control Fund (CICF) Grant	-	-	4,000	One time grant in 2014
Municipal Recreation/Tourism Areas (MR/TA) Grant (Macdonald Island)	-	-	12,000	Municipal Recreation/Tourism Areas (MR/TA) Grant-Program ended in 2013. Last payment received in 2014
Municipal Recreation/Tourism Areas (MR/TA)Grant (Vista Ridge)	-	-	12,000	Municipal Recreation/Tourism Areas (MR/TA) Grant-Program ended in 2013. Last payment received in 2014
Municipal Recreation/Tourism Areas (MR/TA) Grant (Lake shore)	-	-	12,000	Municipal Recreation/Tourism Areas (MR/TA) Grant-Program ended in 2013. Last payment received in 2014
CN EcoConnexions From the Ground Up	-	-	25,000	For Boulevard tree planting
Conoco Phillips	-	5,000	10,000	Received \$5,000 for Green Teen Program. Received \$10,000 for garden planters in Anzac in 2014.
TD Friends of the Environment	-	-	5,000	Trees at Fort McMurray First Nation #468
HWY 63 Traffic Survey & Transportation Demand Model	-	-	225,000	One time Grant in 2013
<b>Total Operating Grants</b>	<b>\$ 3,500</b>	<b>\$ 4,285,884</b>	<b>\$ 10,919,708</b>	

\*Note - 2016 Forecasted grant amounts are not yet confirmed by granting agency

## Grants (continued)

Future Grant Opportunities	Additional Information
GreenTRIP Round 3	The Government of Alberta is seeking applications to the Green Transit Incentives Program (GreenTRIP) in support of public transit projects. The third call application deadline is August 31, 2016. 2016-2017 Alberta Budget estimate \$125M provincially.
Public Transit Infrastructure Fund	As part of Federal Budget 2016, Alberta will receive \$347,190,000 in funding over three years. Funding will be allocated to the provinces and municipalities based on transit ridership. Government will fund up to 50% of project costs. The RMWB is eligible to apply for up to \$3,451,000 through the PTIF program. Applications are being developed and are expected to be submitted by August 31, 2016. This program is intended to accelerate short-term municipal investments while supporting the rehabilitation of transit systems and funding studies to support long-term transit expansion plans.
Alberta Blue Cross - Healthy Communities Grant	In the interest of promoting wellness and active living, Alberta Blue Cross has launched the Healthy Communities Grant Program. Four \$50,000 grants are being awarded each year to support community amenities and facilities that promote active living. A proposal is being developed and is expected to be submitted at the end of July, 2016.
Alberta Municipal Water/Wastewater Partnership and Water for Life Program	The Alberta Municipal Water/Wastewater Partnership provides cost-shared funding to eligible municipalities to assist in the construction of municipal water supply and treatment and wastewater treatment and disposal facilities. Various initiatives have been included in the program to ensure the needs of Alberta municipalities are met. Applications due November 30th annually. 2016-2017 Alberta Budget estimate \$50M provincially for Municipal Water Wastewater Program and \$80 M for Water for Life Program. Applications that were submitted in November 2015 for the Rural Water and Sewer Servicing Program and the Conklin Water Treatment Phase 2 will need to be updated for the November 30th, 2016 deadline. Additional application may be submitted for any new projects eligible under the Alberta Water and Wastewater Partnership or Water for Life Programs. The percentage funded will be determined using a population based formula with the maximum of 75%.
Forest Resource Improvement Association of Alberta (FRIAA) FireSmart Program	The FRIAA FireSmart Program is separate and independent from the Government of Alberta's FireSmart Community Grant Program. A Request For Expressions of Interest (RFEOI) has been issued and Expressions of Interest (EOI) must be submitted by 4p.m, September 28, 2016. Maximum amount of funding for a single project will be \$400,000 over the life of the project.
Building Canada Provincial-Territorial Infrastructure Component (PTIC)	In Alberta, there has been no specific call for proposals as PTIC funds will likely be used to fund projects identified in the Province's capital plan. An expression of interest letter from Mayor to Alberta Minister of Infrastructure is in draft form for the Rural Water and Sewer Servicing Program.
Building Canada National Infrastructure Component (NIC)	Application for Flood Mitigation to be developed. Call for proposals is open with no defined closing date.
Strategic Transportation Infrastructure Program (STIP)	The program funds would support local based initiatives such as the resource road grant, local bridge program and the community airport program. Applications are not presently being accepted. Anticipated deadline for applications for 2017-2018 funding will be November 30, 2016.
Alberta Community Partnership (ACP) Program	Provincial Program with various components. Information has been distributed to Directors. Applications for the various components are generally due in February. Municipal Internship component applications due in October.
TD Friends of the Environment	The Foundation supports a wide range of environmental initiatives, with a primary focus on environmental education, urban greening and enhancing biodiversity, and energy conservation. Eligible projects include Community Gardens, Environmental Education Projects, Outdoor Classrooms, Protection of Endangered Species/Wildlife, Recycling/Composting Programs, Tree Planting and Urban Naturalization Projects, Energy Conservation/Renewable Energy, Research Projects, Habitat restoration. Next deadline July 15, 2016.
TD Green Streets	TD Green Streets is the flagship program of Tree Canada and the only nationally-based municipal forestry innovation program in Canada. Applications for funding up to \$25,000 are generally accepted in November.
Conoco Phillips	Conoco Phillips provides grants from time to time to support education, environment and safety. They also regularly fund social services, youth, health, arts, culture and civic programs.
Alberta Municipal Solar Program	The Alberta Municipal Solar Program (AMSP) provides financial rebates to Alberta municipalities who install solar photovoltaics (PV) on municipal facilities or land and complete public engagement for the project. Funding is available on a first come first served basis. All projects must be completed and energized after February 5, 2016. Funding will be in the form of a rebate per watt of total installed capacity and will not exceed 20% of eligible expenses up to a maximum of \$300,000.

## Grants (continued)

Future Grant Opportunities	Additional Information
Green Municipal Fund	<p>Grants available to cover up to 50 per cent of eligible costs for plans, feasibility studies and pilot projects — to a maximum of \$175,000 for plans and feasibility studies, and a maximum of \$350,000 for pilot projects. Low-interest loans available, usually in combination with grants, to cover up to 80 per cent of eligible costs for capital projects. The loan maximum is \$5 million*, and the grant amount is set at 15 per cent of the loan, to a maximum of \$750,000.</p> <p>* Applicants with high-ranking projects may be eligible for a loan of up to \$10 million combined with a grant for 15 per cent of the loan amount, to a maximum of \$1.5 million. Brownfields: Grants are not available for capital projects in the brownfields sector. There is no specified loan limit for capital projects in the brownfields sector, but FCM reserves the right to adjust the maximum loan limit per project.</p>
Energy Innovation Program	The Energy Innovation Program will support demonstration of next-generation electric vehicle charging infrastructure. Budget 2016 proposes to provide \$62.5 million over two years, starting in 2016–17, to Natural Resources Canada to support the deployment of infrastructure for alternative transportation fuels, including charging infrastructure for electric vehicles and natural gas and hydrogen refuelling stations. The Government will advance these objectives by working with provinces and territories, municipalities and the private sector. These resources will also support technology demonstration projects that advance electric vehicle charging technology. Details to be released soon.
Alberta Recycling Municipal Grant Program	Two grants of up to \$30,000 each are available from Alberta Recycling annually. The Municipal Demonstration Grant Program funds projects where recycled tire products are used in playgrounds, etc. The Tire Marshalling Area grant program is to establish Tire Marshalling areas in our landfills. Program has a matching funds component. Next round of funding expected in September/October 2016.
TAME+ Program	Grants Available for up to \$2,000 for Energy Audit, and Up to \$100,000 for retrofit capital costs. Information has been distributed to Sustainability and Engineering. Funding available on a first come, first served basis.
Canada Cultural Spaces Fund	The Canada Cultural Spaces Fund (CCSF) supports the improvement of physical conditions for artistic creativity and innovation. The fund supports the improvement, renovation and construction of arts and heritage facilities, as well as the acquisition of specialized equipment. Eligible applicants include not-for-profit arts and heritage organizations, incorporated under the Canada Not-for-Profit Corporations Act, Part II of the Canada Corporations Act or under corresponding provincial or territorial legislation; provincial/territorial governments, municipal or regional governments and their agencies; and Aboriginal people's institutions or organizations. The Canada Cultural Spaces Fund receives applications on an ongoing basis.
Community Fund for Canada's 150th	The Fund will distribute small grants through community foundations to locally-led projects that build community, inspire a deeper understanding of Canada, and encourage participation in a wide range of initiatives that mark Canada's 150th anniversary of Confederation. Grants will be from \$5,000 to \$15,000 – Matching contribution equal to the value of the grant required.
Canada 150 Fund	The goal of the Canada 150 Fund is to create opportunities for Canadians to participate in local, regional, and national celebrations that contribute to building a sense of pride and attachment to Canada. A limited number of high impact, large-scale projects that are national in scope will also be supported through the Canada 150 Fund as Signature Initiatives. Eligible funding recipients under the Canada 150 Fund include Canadian not-for-profit organizations, Canadian business corporations, Canadian schools and Canadian municipal governments and their institutions. There is no established deadline to submit a funding application under the Canada 150 Fund.
Celebrate Canada Grant	The Celebration and Commemoration Program – Celebrate Canada component provides funding for activities organized on National Aboriginal Day (June 21), Saint-Jean-Baptiste Day (June 24), Canadian Multiculturalism Day (June 27) and Canada Day (July 1). Eligible applicants include Canadian not-for-profit organizations, Canadian business corporations where projects are non-commercial in nature, Canadian educational institutions and Canadian municipal governments and other municipal, provincial or territorial institutions. The Celebrate Canada 2016 funding cycle is now closed. Information on the 2017 funding cycle will be posted in November 2016.
Alberta Culture Days Grant	Provincial grants available from Alberta Culture annually. Applications to be submitted annually usually in July.
Historic Resources Grant	Information has been distributed to Public Operations (Parks) and Community services. Applications accepted twice per year, February 1st and September 1st.
Heritage Awareness Grant	Grants support tangible initiatives that promote awareness of Alberta's history and that will have lasting impact. Applications accepted twice per year, February 1st and September 1st.
Partners for Places	National funders invest in local projects to promote a healthy environment, a strong economy, and well-being of all residents. Not presently accepting applications.
Community Facility Enhancement Fund and Community Infrastructure Program	Grants are available for capital (generally up to \$125,000 per year) and operating (up to \$75,000 per year) to eligible organizations in the community. The municipality may support these applications.

<b>Subject: Municipal Fee Structure Relating to Residential Development and Building Permits</b>
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**Recommendation:**

THAT Administration review the municipal fee structure relating to residential development and building permits and all fees associated therein, specific to the properties destroyed or damaged by the wildfire of May 2016, and report back to Council with recommendations for possible fee amendments no later than September 27, 2016.

**Summary and Background:**

At the Council meeting held on Tuesday, September 6, 2016, Councillor Sheldon Germain served notice of his intent to bring forward the following motion for consideration at the September 13, 2016 Council Meeting:

“THAT Administration review the municipal fee structure relating to residential development and building permits and all fees associated therein, specific to the properties destroyed or damaged by the wildfire of May 2016, and report back to Council with recommendations for possible fee amendments no later than September 27, 2016.”

In accordance with Procedure Bylaw 14/025, the motion is now before Council for consideration.

