



## **Council Meeting**

Jubilee Centre Council Chamber  
9909 Franklin Avenue, Fort McMurray

Tuesday, November 01, 2016  
6:00 p.m.

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### **Agenda**

#### **In Camera** (starting at 5:00 p.m.)

- Organizational Structure  
(in camera pursuant to Section 24 of the Freedom of Information and Protection of Privacy Act)

#### **Call To Order**

#### **Adoption of Agenda**

#### **Minutes of Previous Meetings**

1. Minutes of Regular Council Meeting - October 25, 2016

#### **Reports**

2. Third Quarter 2016 Financial Performance Update  
- delegations
3. 2017 Proposed Budget, 2018 – 2022 Financial Plan  
- delegations
4. Wood Buffalo Recovery Committee Recommendation - Secondary and Emergency Access Roads  
- delegations

5. Oversight Committee Recommendation - Regional Recreation Corporation - Amendment to the Corporate Bylaw Concerning Purpose and Mandate  
- delegations
6. Oversight Committee Recommendation - Municipal Utility Corporation - Next Steps  
- 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, October 25, 2016, commencing at 6:00 p.m.**

**Present:** M. Blake, Mayor  
T. Ault, Councillor  
J. Cardinal, Councillor  
S. Germain, Councillor  
K. McGrath, Councillor  
P. Meagher, Councillor  
J. Stroud, Councillor  
C. Tatum, Councillor  
A. Vinni, Councillor

**Absent:** L. Bussieres, Councillor  
C. Voyageur, Councillor

**Administration:** M. Ulliac, Chief Administrative Officer  
D. Bendfeld, Executive Director  
R. Billard, Acting Executive Director  
B. Couture, Executive Director  
E. Hutton, Executive Director  
A. Gulamhusein, Legal Counsel  
A. Rogers, Senior Legislative Officer  
J. Brown, Supervisor, Legislative Services  
D. Soucy, Legislative Officer

**Call To Order**

Mayor M. Blake called the meeting to order at 6:08 p.m.

**Adoption of Agenda**

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

CARRIED UNANIMOUSLY

**Minutes of Previous Meetings**

**1. Minutes of Regular Council Meeting - October 18, 2016**

Moved by Councillor T. Ault that the Minutes of the Council Meeting held on October 18, 2016 be approved as presented.

CARRIED UNANIMOUSLY

**Reports****2. Community Identification Committee Recommendation – Rex Terpening Landing**

(6:10 p.m. – 6:18 p.m.)

**Carol Cleminson, Community Identification Committee Member**, provided an overview of the recommendation, including a short biography of Mr. Rex Terpening.

Moved by Councillor A. Vinni that the amenities building at the Snye (Lot 10, McMurray Settlement Plan) be named as “Rex Terpening Landing”.

CARRIED UNANIMOUSLY

Mayor M. Blake, Councillors K. McGrath and A. Vinni, along with Community Identification Committee Member, Carol Cleminson, presented Mr. Rex Terpening’s son, Dave Terpening, with a sign commemorating the facility naming. Dave Terpening then read a thank you letter from his father.

**3. Wood Buffalo Recovery Committee Recommendation - Regional Mitigation Opportunities**

(6:19 p.m. – 7:56 p.m.)

**Jeanette Bancarz, Chairperson, Wood Buffalo Recovery Committee, and Marty Giles, Chairperson, Mitigation Sub-Committee**, presented an overview of the proposed regional mitigation opportunities, which are intended to reduce the potential of a Wildland / Urban Interface fire and enable the safe movement of residents if another disaster necessitates evacuation.

Moved by Councillor K. McGrath:

- THAT Council support the development of a regional-level alternate egress and emergency evacuation route (to be termed “East Clearwater Highway”) as its highest priority mitigation requirement; and
- THAT Administration participate in a pre-design for the proposed East Clearwater Highway with a focus of improving resiliency and public safety for the residents of the Regional Municipality of Wood Buffalo (the Municipality); building on previous and ongoing initiatives including any work done by related Committees; and
- THAT Administration budget \$5M in the proposed 2017 Budget as the Municipality’s contribution to the overall pre-design costs for the proposed East Clearwater Highway, subject to a commitment from other partners on the remainder of the pre-design costs; and



- THAT Council solicit the Government of Alberta (GOA) for 2017 funding support for the pre-design which includes cost-sharing opportunities for the proposed East Clearwater Highway, with the intent of improving resiliency and public safety for the residents of the Municipality; and
- THAT the Mayor is hereby authorized and requested to write on behalf of Council to the GOA consisting of three elements:
  - Support for the GOA's comprehensive FireSmart plan for the Municipality that is currently under consideration;
  - A commitment to work collaboratively to determine the best means of protecting the rural hamlets and the western flank of the Urban Service Area from a Wildland/Urban Interface (WUI) fire; and
  - A request for GOA funding and support for a collaborative initiative between the GOA and the Municipality with respect to the training and permanent staffing of a WUI Fire Crew similar in concept to that existing in the Lesser Slave Lake region.

**Melissa Gallant, resident**, spoke in support of the proposed mitigation opportunities noting that the proposed East Clearwater Highway is necessary for the safety of all residents.

**Wayne Woodhouse, Stony Valley Contracting**, spoke in support of the proposed mitigation opportunities, including the East Clearwater Highway.

**Gilles Huizinga, Urban Development Institute (UDI) Wood Buffalo**, spoke in support of the proposed mitigation opportunities noting that UDI Wood Buffalo supports the recommendations from a safety and economic perspective.

**Lisa Hilsenteger, resident and school administrator**, spoke in support of the proposed mitigation opportunities noting that a secondary highway out of town is necessary for the safety of residents.

**Scott Garner, resident**, spoke in support of the proposed mitigation opportunities, including the construction of the proposed East Clearwater Highway.

**Mohammed Dogar, resident**, spoke in support of the mitigation opportunities proposed by the Wood Buffalo Recovery Committee.

**Jim Rogers, resident**, spoke in support of the proposed mitigation opportunities, citing the need to expedite development of the proposed East Clearwater Highway.

**J. Paul McLeod, resident**, spoke in support of the proposed mitigation opportunities.

**Bryce Kumka, Fort McMurray Chamber of Commerce**, spoke in support of the proposed mitigation opportunities and specifically to the need for another highway for the region.

Voting then occurred on the motion.

CARRIED UNANIMOUSLY

Recess

A brief recess occurred between 7:56 p.m. and 8:08 p.m.

Bylaws

**4. Bylaw No. 16/019 - Operating Line of Credit Borrowing Bylaw**  
(8:08 p.m. – 8:28 p.m.)

**Linda Ollivier, Director, Financial Services**, provided an overview of the proposed Operating Line of Credit Borrowing Bylaw, noting the necessity to have a line of credit to ensure a positive cash flow to meet operating expenditures until all current tax levies are collected and other revenues are received.

Moved by Councillor P. Meagher that Bylaw No. 16/019, being a bylaw to authorize borrowing and establish a line of credit for the purpose of financing operating expenditures, be read a first time.

CARRIED UNANIMOUSLY

Moved by Councillor P. Meagher that Bylaw No. 16/019 be read a second time.

**Mohammed Dogar, resident**, spoke to matters unrelated to the recommendations before Council at this time.

**Jim Rogers, resident**, spoke to the proposed bylaw expressing concern with the concept of borrowing to ensure a positive cash flow.

CARRIED UNANIMOUSLY

Moved by Councillor P. Meagher that Bylaw No. 16/019 be considered for third and final reading.

CARRIED UNANIMOUSLY

Moved by Councillor P. Meagher that Bylaw No. 16/019 be read a third and final time.

CARRIED UNANIMOUSLY

**Adjournment**

As all scheduled business matters had been concluded, Mayor M. Blake declared the meeting adjourned at 8:29 p.m.

\_\_\_\_\_  
Mayor

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





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

### **APPROVALS:**

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

### **Administrative Recommendation:**

That the Third 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.

The first quarter update identified an initial deficit of \$6.1M due to a reduction in sales from commercial water, bulk water, landfill fees and permitting fees. The second quarter deficit of \$16.0M took into account the \$10M reduction in the operating budget but no substantial increase in sales and user charges or permits. This trend is continuing into the third quarter. The increased activity in these areas is mainly being driven by wildfire-related activities and not growth or sustainment of 2015 consumption levels.

The year-end projection based on September 30, 2016 performance is a net deficit of \$12.1M, which represents an improvement in our deficit projection by \$3.9M from the prior quarter. The projected deficit takes into account the \$10M reduction in the 2016 Operating Budget and the addition of \$11M of budgeted expenses for the Wood Buffalo Recovery Committee. In addition, \$35.2M net revenue losses in taxes, sales and user charges, licenses and permits, return on investments and the \$46.2M transfer of additional tax revenues to the Emerging Issues Reserve for anticipated property tax appeals have been included. The year-end projection also takes into consideration approximately \$18M of remedial cleaning expenses for all Municipal facilities due to smoke damage. A conservative estimate of \$9M has been projected as revenue from recoverable municipal insurance claims. As the insurance claim adjusters continue with their evaluation of damages, Administration is in discussions with the insurance provider for a cash advance.

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 Budget Position, Council Budget Reduction Initiative, 2016 Wildfire, Capital, Investments, Debt and Grants. The additional information provides tools to strengthen the organization's

capacity to plan, self-assess and report. In addition, a section has been included for this quarter regarding wildfire reimbursable costs and Wood Buffalo Recovery Committee costs.

**Budget/Financial Implications:**

Operating revenues to September 30, 2016 are \$671.1M or 80.8% of budgeted revenue for the year. On an annual basis, current revenue projections for the year are \$865.4M which is \$35.2M more than budgeted for 2016 or 104.2% of the 2016 budget.

The projected changes in revenues are primarily due to the increase in property tax revenues as a result of new construction growth which has been transferred to the Emerging Issues Reserve for anticipated property tax appeals based on current trends. The projected decline in user fees and charges of sewage, water, bulk water, landfill fees are a result of the reduced usage in the first quarter plus waived utility charges for the months of May and June due to the wildfire. Licenses and permits revenues are reduced to reflect the reimbursement of fees to homeowners whose homes were destroyed in the fire. The trend of reduced revenues in sales and user charges realized in the first quarter is still tracking downward as any new revenues recognized are related to wildfire activities and not growth or sustainment of 2015 consumption levels.

The decrease in the return on investments is due to early redemption of investments to satisfy immediate cash flow requirements and lower market returns. There is a projected \$9M increase for insurance claims submitted due to fire damage.

Operating expenses to September 30, 2016 are \$592.8M or 71.4% of the expenses budgeted for the year. On an annual basis, current expense projections for the year are \$877.5M which equates to \$47.3M more than budgeted for 2016 or 105.7% of the 2016 budget.

The projected expense increases are attributable to the addition of the Wood Buffalo Recovery Committee approved budget of \$11M and the \$18M facility cleaning costs which are related to fire damage plus the cancellation of taxes for residents effected by the wildfire as per Council's direction. These increases are partially offset by decreases in salaries, wages and benefits savings realized from the council initiative. In addition, decreases in purchases from other governments and materials, goods, supplies and utilities were realized as the Municipality's operations were focused on firefighting activities versus budgeted operations in May and June. The reimbursable expenses for the firefighting are not recorded in the Operating Budget. Within the first quarter, savings on winter maintenance costs due to milder winter conditions were realized, this is also reflected in these expense categories.

Administration has identified \$10M in reductions to the 2016 Operating Budget. Administration has achieved Council's \$10M Budget Reduction Initiative goal. The \$10M decrease is identified in salaries, wages and benefits, contracted and general services and materials, goods supplies and utilities. The second portion of the Council initiative was to reduce 30 full time equivalent vacant positions. As of September 30, 2016, 27 vacant positions have been eliminated. Administration will achieve this goal.

The Municipality has spent \$101M in recoverable response costs from the 2016 wildfire as of September 30, 2016 of which the Province advanced the Municipality \$87.5M for reimbursable

expenses. Wood Buffalo Recovery Committee operational costs for 2016 are budgeted at \$11M with actual expenses incurred to September 30, 2016 of \$45.4K. A letter has been submitted to the Province for a further advance as per the Disaster Recovery Program Application guidelines. The Municipality is working with their insurance provider for funds to cover insurable fire damage. Presently \$5M has been received and further funds are forthcoming.

Capital spending for the first three quarters equals \$113M. May and June are showing lower amounts due to work being suspended during the wildfire. At the end of the third quarter, the 2016 budget balance for all active capital projects was \$621.5M of this amount \$453.7M was the approved 2016 budget and \$325.7M was carried forward into 2016 from 2015.

Continued monitoring of department projections to confirm if all budgeted work can be completed by year-end enables updates to 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 September 30, 2016.





# **Regional Municipality of Wood Buffalo**

## **Quarterly Financial Report**

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





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An aerial photograph of a large, winding reservoir or lake. The water is a deep blue, and the surrounding land is covered in dense green forest. Several small, forested islands are scattered throughout the water. In the center of the image, a small peninsula features a golf course with green fairways and sand traps. The text "EXECUTIVE SUMMARY" is overlaid in white, bold, sans-serif capital letters across the middle of the image.

# 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 \$12.1 million deficit. This is mainly due to reduced revenues in the first three quarters of 2016 for sales and user charges, licenses and permits and return on investments along with additional non reimbursable wildfire related costs.

### **Operating Revenues**

Operating revenues to September 30, 2016 are \$671.1 million or 80.8% of budgeted revenue for the year. On an annual basis current revenue projections for the year are \$865.4 million which is \$35.2 million more than budgeted for 2016 or 104.2% of the 2016 budget.

The projected changes in revenues are primarily due to the increase in property tax revenues as a result of new construction growth which has been transferred to the Emerging Issues reserve for anticipated property tax appeals based on current trends.

The projected decline in sales of sewage, water, bulk water, landfill fees are a result of the reduced usage in the first quarter plus waived utility charges for the months of May and June due to the wildfire. Licenses and permits revenues are reduced to reflect the reimbursement of fees to homeowners whose homes were destroyed in the fire. The trend of reduced revenues in sales and user charges realized in the first quarter is still tracking downward as any new revenues recognized are related to wildfire activities and not growth or sustainment of 2015 consumption levels.

The decrease in the return on investments is because of early redemption of investments to satisfy immediate cash flow requirements and lower market returns. There is a projected \$9 million increase for insurance claims submitted due to fire damage.

### **Operating Expenses**

Operating expenses to September 30, 2016 are \$592.8 million or 71.4% of the expenses budgeted for the year. On an annual basis current expense projections for the year are \$877.5 million which equates to \$47.3 million more than budgeted for 2016 or 105.7% of the 2016 budget.

The projected expense increases is attributable to the addition of the Wood Buffalo Recovery Committee approved budget of \$11M and the \$18M facility cleaning costs which are related to fire damage plus the cancellation of taxes for residents effected by the wildfire as per Council direction. These increases are partially offset by decreases in salaries, wages and benefits savings realized from the council initiative. In addition decreases in purchases from other governments and materials, goods, supplies and utilities as the Municipality's operations were focused on firefighting activities versus budgeted operations in 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 \$46.2 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 September 30, 2016 Administration achieved the \$10.0 million budget reduction goal and eliminated 27 vacant positions towards the 30 full-time equivalent position reduction request. The objective of reducing 30 full-time equivalent vacant positions will be attained within the fourth quarter.

### **2016 WILDFIRE**

The Municipality has spent \$101.0 million in recoverable response costs from the 2016 wildfire as of September 30, 2016 of which the Province advanced the Municipality \$87.5 million for reimbursable expenses. A letter has been submitted to the Province for a further advance as per the Disaster Recovery Program guidelines.

The Wood Buffalo Recovery Committee's operational costs for 2016 are projected at \$11.0 million with actual expenses incurred to September 30, 2016 of \$45.4 thousand. The Committee's operational costs are included as part of the overall municipal operating financial statements.

The Municipality is working with their insurance provider for funds to cover insurable fire damage. Presently \$5 million has been received and further funds are forthcoming.

## **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 three, the budget balance for all active projects is \$621.5 million. During the first three quarters of 2016, \$113.0 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 \$319.3 million investment portfolio as of September 30, 2016. This year there has been a net decrease of \$58.6 million in the portfolio due to \$62.3 million withdrawn to meet operating and capital cash needs which is offset by the receipt of \$3.7 million of investment income.

### **Debt**

Municipal debt at September 30, 2016 of \$307.1 million has been increased by \$5.9 million with \$14.3 million drawn and \$8.4 million repaid since December 31, 2015. The Municipality presently has a total debt commitment of \$1.0 billion of this \$724.7 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.

## **FINANCIAL POSITION (CONTINUED)**

### **Grants**

The Municipality received \$62.6 million in capital grants and \$4.4 million in operating grants in 2016. Presently, there are several grant applications submitted totaling \$48.2 million. Research into grant opportunities is an on-going process.

### **CONCLUSION**

The Municipality is projecting a \$12.1 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. The wildfire is continuing to impact the revenues and expenses of the Municipality. 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. Administration continues to focus on additional cost reductions and close monitoring of investments and debt plus any new grant opportunities.



An aerial photograph of a large, calm reservoir with a deep blue-green hue. A prominent, forested peninsula juts out from the left side into the water. In the center of the reservoir, there is a small, isolated island also covered in dense green trees. The surrounding landscape is a mix of dense forest and open, sandy or grassy areas. The text "BUDGET POSITION" is overlaid in white, bold, sans-serif capital letters across the middle of the image.

# BUDGET POSITION



## Operating Budget

### REGIONAL MUNICIPALITY OF WOOD BUFFALO

#### Municipal Operating Revenues and Expenses

For the Period Ending September 30, 2016

	September 2015 Actual YTD (Note 1)	September 2016 Actual YTD	Annual Budget (Notes 2)	Annual Projections (Note 3)
<b>Revenue:</b>				
Net taxes available for municipal purposes	\$ 541,484,666	\$ 607,686,459	\$ 721,110,800	\$ 762,189,199
Government transfers	14,509,914	13,342,473	14,827,400	15,449,347
Sales and user charges	39,141,484	27,569,422	56,132,700	47,139,170
Sales to other governments	183,604	2,601,533	3,469,600	3,469,600
Penalties and costs on taxes	1,588,222	745,397	2,085,800	954,179
Licenses and permits	4,537,928	3,009,830	5,867,700	2,903,377
Fines	2,573,686	2,390,656	3,990,000	3,056,000
Franchise and concession contracts	5,757,823	4,854,724	8,892,000	6,947,400
Return on investments	8,201,104	4,014,924	11,059,000	5,546,982
Rentals	567,186	1,040,935	735,900	1,281,494
Other	822,433	958,071	1,036,500	1,671,751
Transfers from reserves/operations	15,286,703	2,864,304	991,000	14,790,194
	634,654,752	671,078,728	830,198,400	865,398,694
<b>Expenses:</b>				
Salaries, wages and benefits	167,396,743	192,114,306	259,168,800	256,627,959
Contracted and general services	70,327,439	38,147,564	108,009,000	115,724,008
Purchases from other governments	16,981,796	18,182,186	28,147,800	25,303,214
Materials, goods, supplies and utilities	22,741,468	16,666,743	42,052,300	35,010,205
Provision for allowances	1,886,822	1,980,734	676,300	2,772,250
Transfers to local boards and agencies	660,000	893,000	843,000	893,000
Transfers to individuals and organizations	35,790,466	27,058,212	39,060,400	38,986,365
Bank charges and short-term interest	208,908	205,218	290,000	266,800
Interest on long-term debt	11,078,423	10,501,244	13,930,800	14,048,499
Other	25,266	3,371,396	297,300	3,516,790
Debenture repayment	8,462,875	8,408,095	15,702,300	15,702,301
Transfers to reserves/operations	238,247,616	275,273,281	322,020,400	368,684,240
	573,807,822	592,801,979	830,198,400	877,535,631
<b>Excess (deficit) operating revenues over expenses</b>	<b>\$ 60,846,930</b>	<b>\$ 78,276,749</b>	<b>\$ -</b>	<b>\$ (12,136,937)</b>

#### Notes:

(1) 2015 net taxes available for municipal purposes are normalized

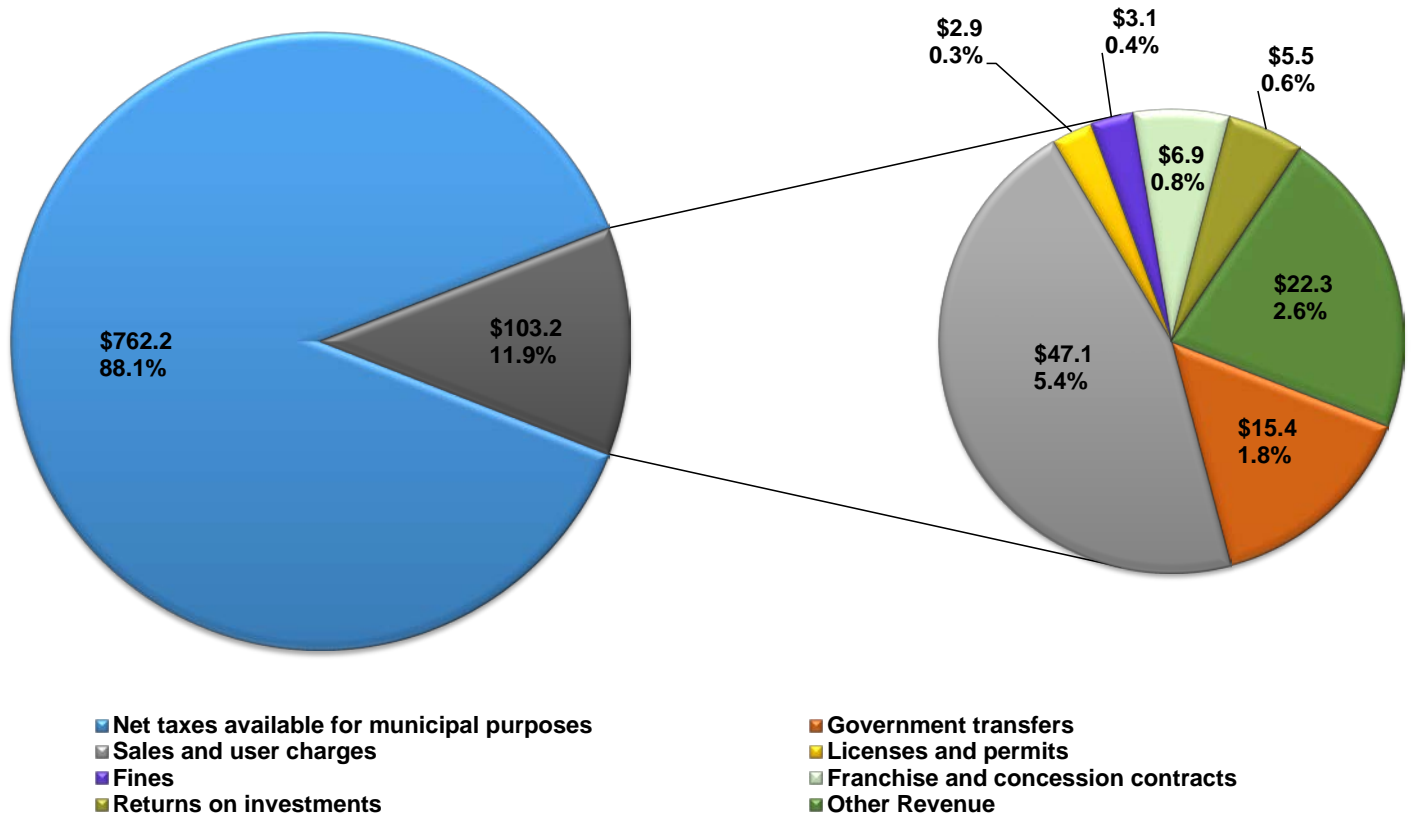
(2) Annual budget includes the council budget reduction initiative amount

(3) Annual projections includes the council budget reduction initiative and Wood Buffalo Recovery Committee amounts

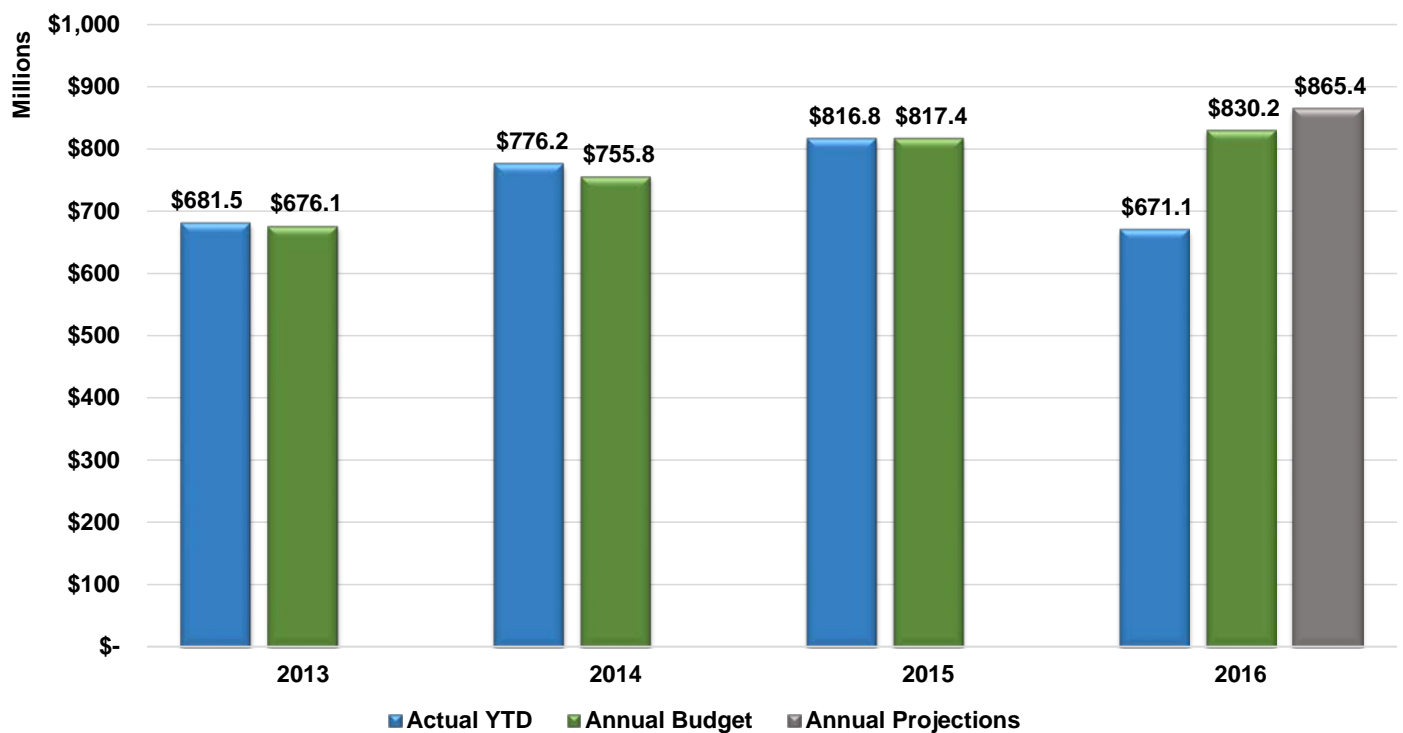


## Operating Budget (continued)

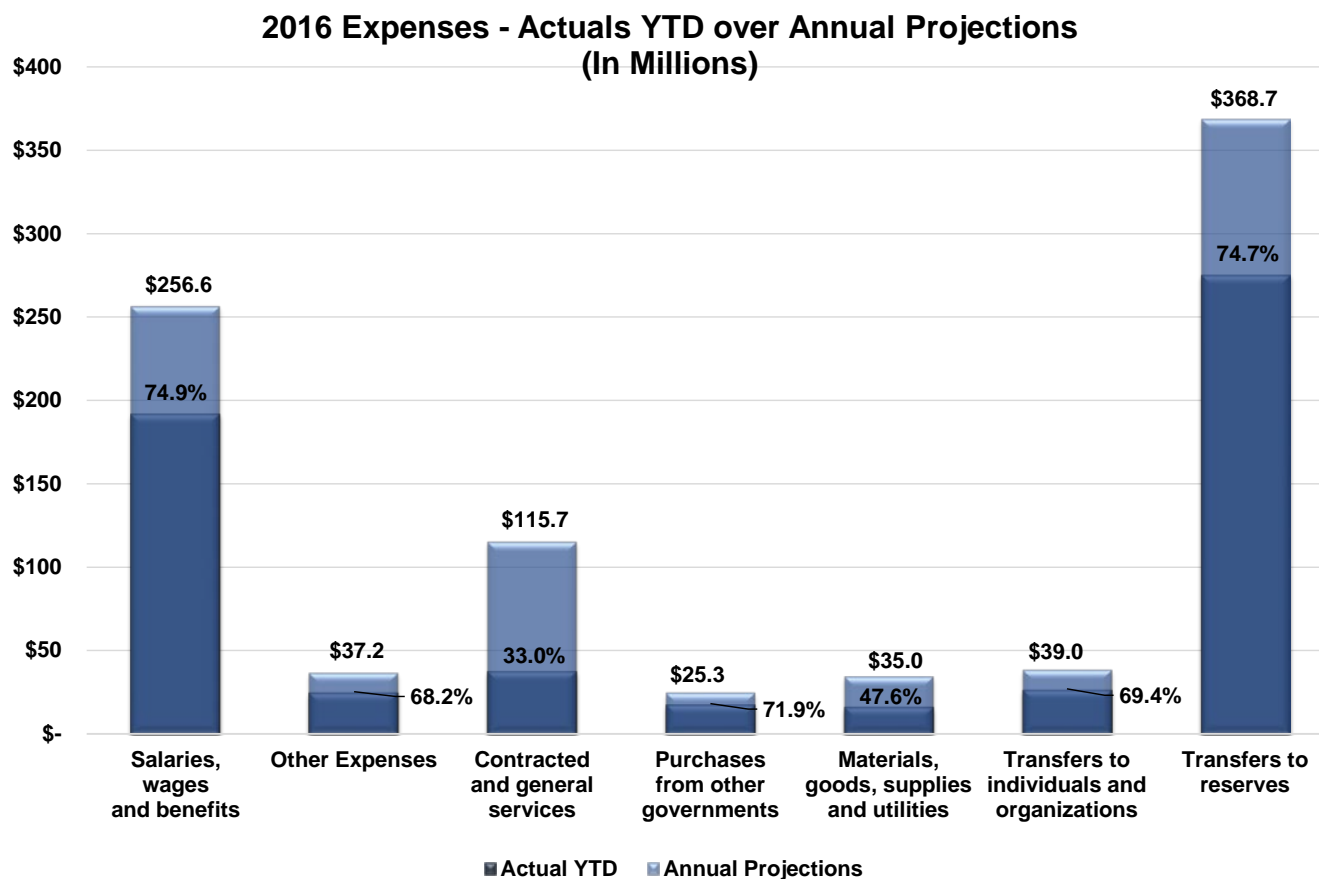
### 2016 Revenue - Annual Projections (In Millions)



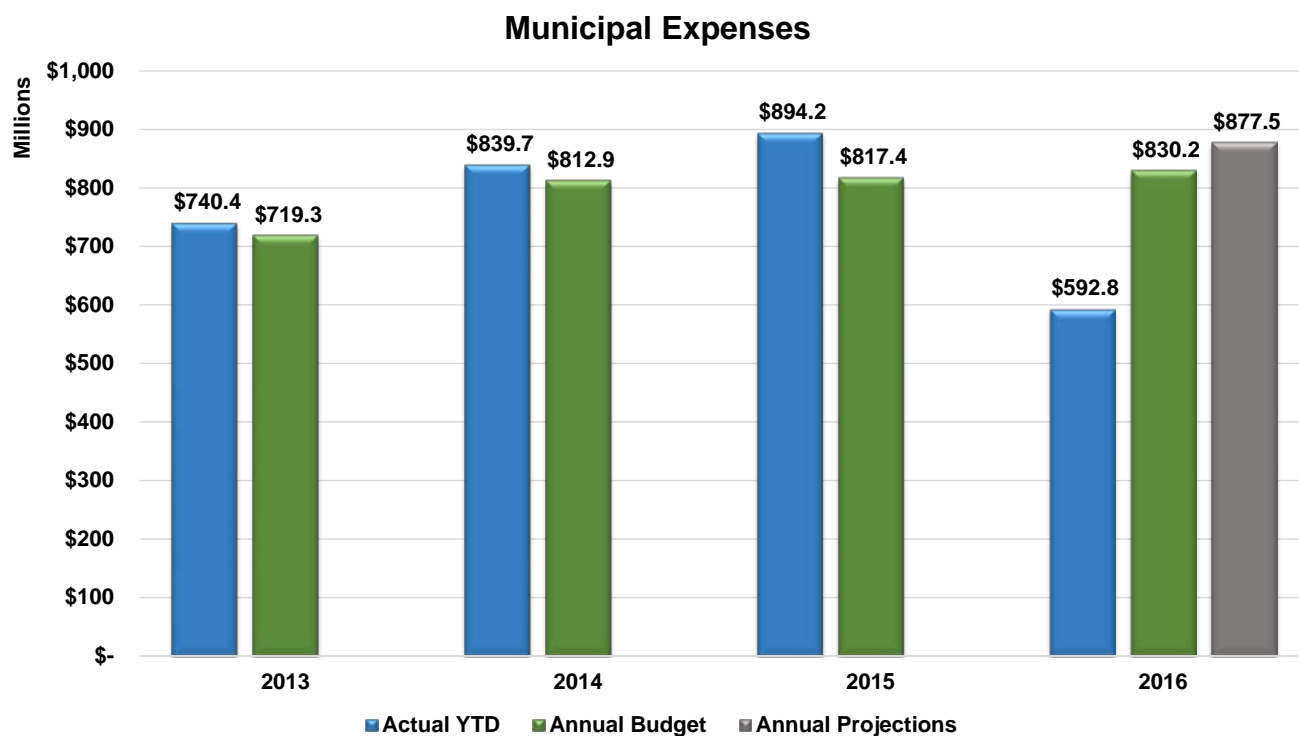
### Municipal Revenues



## 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 September 30, 2016

	September 2016 Actual YTD (A)	September 2016 Budget YTD (B)	Incr (Decr) to Budget YTD (A-B)	Annual Budget (C)	Annual Projection (D)	Incr (Decr) to Annual Budget (D-C)
<b>Protective Services</b>						
Police	\$ 29,692,769	\$ 32,426,168	\$ (2,733,399)	\$ 43,213,765	\$ 39,535,500	\$ (3,678,265)
Fire	24,067,744	27,814,866	(3,747,122)	36,631,468	35,172,292	(1,459,176)
Disaster and Emergency Measurers	796,720	675,190	121,530	888,196	12,015,074	11,126,878
Ambulance and First Aid	7,125,385	7,335,655	(210,270)	9,930,495	9,677,537	(252,958)
Bylaw Enforcement	6,415,213	7,398,662	(983,449)	9,717,609	8,657,365	(1,060,244)
<b>Subtotal</b>	<b>68,097,831</b>	<b>75,650,541</b>	<b>(7,552,710)</b>	<b>100,381,533</b>	<b>105,057,768</b>	<b>4,676,235</b>
<b>Recreation and Culture</b>						
Recreation Boards	365,196	126,750	238,446	179,000	216,000	37,000
Parks and Recreation	24,804,315	31,799,884	(6,995,569)	41,136,877	33,650,758	(7,486,119)
Culture: Libraries, Museums, Halls	4,800,575	5,596,625	(796,050)	6,919,660	6,864,190	(55,470)
<b>Subtotal</b>	<b>29,970,086</b>	<b>37,523,259</b>	<b>(7,553,173)</b>	<b>48,235,537</b>	<b>40,730,948</b>	<b>(7,504,589)</b>
<b>Environmental Use and Protection</b>						
Water Supply and Distribution	16,886,525	21,679,706	(4,793,181)	28,462,991	23,062,982	(5,400,009)
Wastewater Treatment and Disposal	16,595,802	16,450,562	145,240	24,007,744	15,292,226	(8,715,518)
Waste Management	11,617,436	15,045,968	(3,428,532)	19,976,294	19,133,446	(842,848)
<b>Subtotal</b>	<b>45,099,763</b>	<b>53,176,236</b>	<b>(8,076,473)</b>	<b>72,447,029</b>	<b>57,488,654</b>	<b>(14,958,375)</b>
<b>Transportation</b>						
Common and Equipment Pool	13,027,133	21,613,645	(8,586,512)	27,730,447	24,307,068	(3,423,379)
Roads, Streets, Walks, Lighting	20,105,038	29,242,584	(9,137,546)	42,896,740	41,108,251	(1,788,489)
Public Transport	20,112,174	25,972,389	(5,860,215)	34,240,660	29,644,002	(4,596,658)
Storm Sewers and Drainage	166,019	327,768	(161,749)	422,810	386,892	(35,918)
<b>Subtotal</b>	<b>53,410,364</b>	<b>77,156,386</b>	<b>(23,746,022)</b>	<b>105,290,657</b>	<b>95,446,213</b>	<b>(9,844,444)</b>
<b>Public Health and Welfare</b>						
Family and Community Support	24,597,548	23,701,043	896,505	30,335,817	30,497,560	161,743
Day Care	23	-	23	-	-	-
Cemeteries and Crematoriums	276,483	855,046	(578,563)	1,049,548	713,212	(336,336)
<b>Subtotal</b>	<b>24,874,054</b>	<b>24,556,089</b>	<b>317,965</b>	<b>31,385,365</b>	<b>31,210,772</b>	<b>(174,593)</b>
<b>Planning and Development</b>						
Land Use Planning, Zoning and Development	8,991,121	9,600,024	(608,903)	13,421,000	12,084,128	(1,336,872)
Subdivision Land and Development	-	-	-	-	-	-
Public Housing Operations	641	525	116	700	700	-
Land, Housing and Building Rentals	6,807,788	6,464,241	343,547	10,202,689	9,072,184	(1,130,505)
<b>Subtotal</b>	<b>15,799,550</b>	<b>16,064,790</b>	<b>(265,240)</b>	<b>23,624,389</b>	<b>21,157,012</b>	<b>(2,467,377)</b>
<b>General Government and Fiscal Services</b>						
Council and Other Legislative	1,313,649	1,518,585	(204,936)	2,127,009	2,004,513	(122,496)
General Administration and Fiscal Services*	341,844,356	389,846,461	(48,002,105)	427,144,734	506,606,279	79,461,545
Other General Government	10,199,680	11,207,269	(1,007,589)	15,564,447	13,835,772	(1,728,675)
Other	2,192,645	1,998,000	194,645	3,997,700	3,997,700	-
<b>Subtotal</b>	<b>355,550,330</b>	<b>404,570,315</b>	<b>(49,019,985)</b>	<b>448,833,890</b>	<b>526,444,264</b>	<b>77,610,374</b>
<b>Municipal Operations Expenses</b>	<b>\$ 592,801,979</b>	<b>\$ 688,697,616</b>	<b>\$ (95,895,637)</b>	<b>\$ 830,198,400</b>	<b>\$ 877,535,631</b>	<b>\$ 47,337,231</b>

\* Includes Wood Buffalo Recovery Committee detailed in 2016 Wildfire section







## Budget Reduction Initiative

### REGIONAL MUNICIPALITY OF WOOD BUFFALO

#### 2016 Budget Reductions Initiatives

For the Period Ending September 30, 2016

	Total Budget Reduction
<b>Council Motion</b>	<b>\$ 10,000,000</b>
<b>Expense</b>	
Salaries, wages and benefits	2,141,400
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>10,000,000</b>
<b>Remaining Savings Required</b>	<b>\$ -</b>

	Eliminated Positions
<b>Full Time Equivalent Reductions</b>	
<b>Council Motion</b>	<b>30</b>
Eliminated	27
<b>Remaining Reductions Required</b>	<b>3</b>



## 2016 Wildfire

### REGIONAL MUNICIPALITY OF WOOD BUFFALO

#### Municipal 2016 Wildfire Reimbursable Costs\*

For the Period Ending September 30, 2016

	Response September 2016 Actual YTD	Recovery September 2016 Actual YTD	Insurance September 2016 Actual YTD	Total September 2016 Actual YTD
<b>Cost Reimbursements:</b>				
Disaster Recovery Program Advance	\$ 87,500,000	-	-	\$ 87,500,000
Red Cross - Welcome BBQs	454,875	-	-	454,875
	87,954,875	-	-	87,954,875
<b>Reimbursable Expenses:</b>				
Salaries, wages and benefits	3,756,482	28,713	-	3,785,195
Contracted and general services	85,652,247	1,250,352	4,760	86,907,359
Materials, goods, supplies and utilities	10,278,823	4,701	-	10,283,524
	99,687,552	1,283,766	4,760	100,976,078
<b>Excess (Deficit) of Cost Reimbursements</b>	<b>\$ (11,732,677)</b>	<b>\$ (1,283,766)</b>	<b>\$ (4,760)</b>	<b>\$ (13,021,203)</b>

\* 2016 Wildfire reimbursable costs are not included in the municipal operating results.

#### Wood Buffalo Recovery Committee Operating Expenses

For the Period Ending September 30, 2016

	September 2016 Actual YTD (A)	September 2016 Budget YTD (B)	Incr(Decr) to Budget YTD (A-B) (A-B)	Annual Budget* (C)	Annual Projection (D)	Incr(Decr) to Annual Budget (D-C) (D-C)
<b>Expenses:</b>						
Salaries, wages and benefits	\$ -	\$ 12,520	\$ (12,520)	\$ 381,930	\$ 381,930	\$ -
Contracted and general services	41,423	-	41,423	10,640,140	10,638,465	(1,675)
Materials, goods, supplies and utilities	3,586	-	3,586	14,120	15,420	1,300
Other expenses	375	-	375	-	375	375
<b>Wood Buffalo Recovery Committee Operating Expenses</b>	<b>\$ 45,384</b>	<b>\$ 12,520</b>	<b>\$ 32,864</b>	<b>\$ 11,036,190</b>	<b>\$ 11,036,190</b>	<b>\$ -</b>

\* The annual budget amount is not added to the overall budget but will be funded from corporate surplus or Emerging Issues Reserve.





# FINANCIAL POSITION



## 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 September 30, 2016

	Total Budget All Years	September 2016 Allotted *	September 2016 Available
<b>2 - Building Balanced Regional Services Strategic Plan Projects</b>			
Fort Chipewyan WTP Expansion - Construction	\$ 37,000,000	\$ 33,058,072	\$ 3,941,928
Fort Chipewyan WTP Upgrade - Design	2,500,000	1,589,903	910,097
Parsons Creek Water Supply Line	42,750,000	42,500,890	249,110
Flood Mitigation - Construction	197,700,000	2,962,490	194,737,510
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	10,971,809	1,028,191
Anzac Fire Hall - Design	560,000	560,000	-
Anzac WWTP & Effluent Pipeline	51,439,588	47,231,375	4,208,213
Confederation Way Sanitary Sewer Bypass	31,000,000	25,247,961	5,752,039
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>189,810,475</b>	<b>240,139,112</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	44,704,555	295,445
Hwy 69: Intersection Improvement Hwy 69-Mackenzie Blvd	6,500,000	6,490,817	9,183
Hwy 69: Intersection Improvement Hwy 69-West Airport Boundary Road	6,101,467	6,101,467	-
Fort Chipewyan Firebag Bridge Replacement - Construction	12,200,000	11,509,468	690,532
<b>Subtotal</b>	<b>69,801,467</b>	<b>68,806,307</b>	<b>995,160</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	9,455,697	4,044,303
Fort Chipewyan Swimming Pool - Construction	36,473,100	34,058,528	2,414,572
Fort Chipewyan Swimming Pool - FF&E	700,000	201,298	498,702
<b>Subtotal</b>	<b>139,073,100</b>	<b>93,858,694</b>	<b>45,214,406</b>
<b>Strategic Plan Capital Projects Total</b>	<b>\$ 642,224,155</b>	<b>\$ 354,874,279</b>	<b>\$ 287,349,876</b>

\* Allotted equals Actuals to date plus Commitments

WTP = Water Treatment Plant

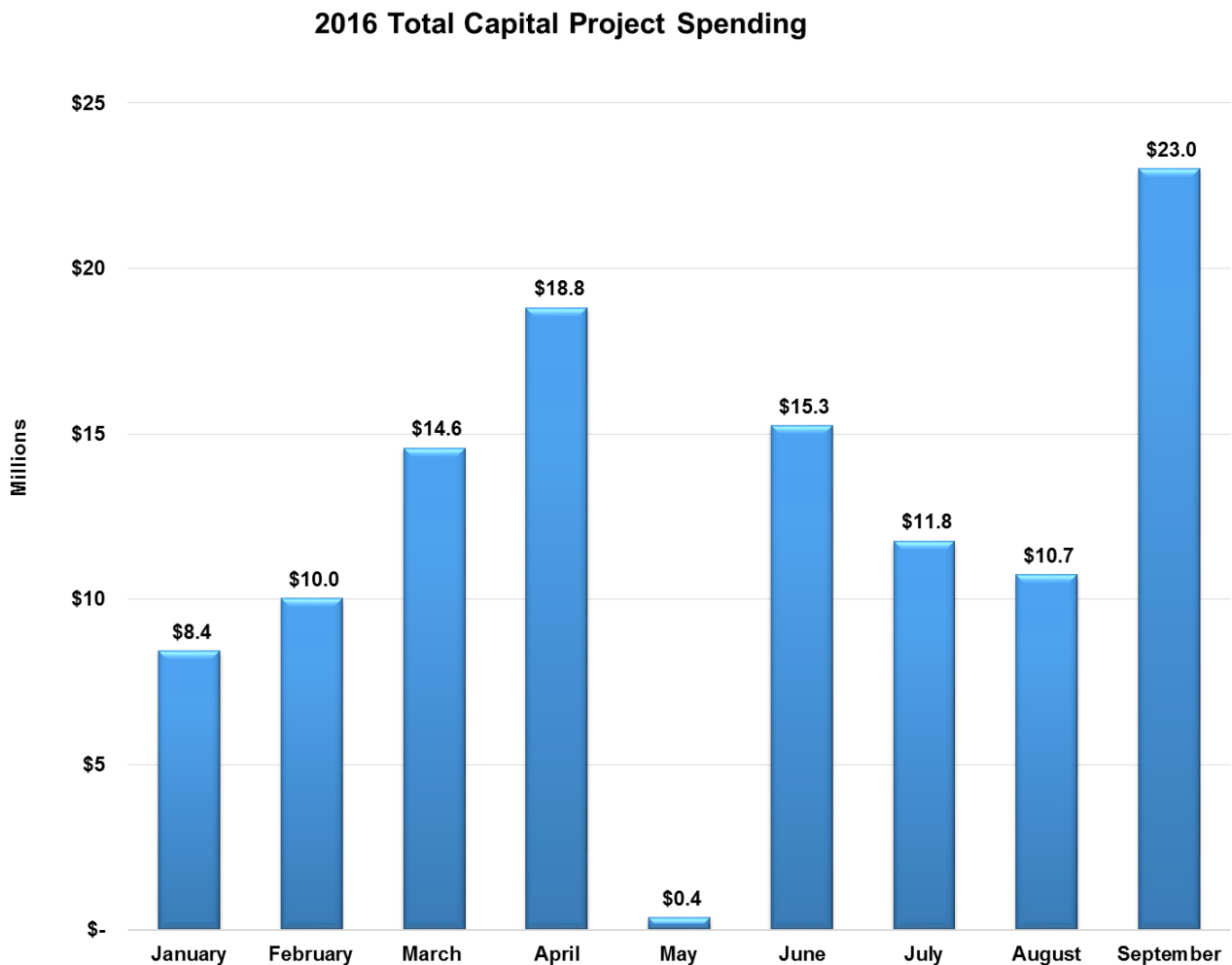
WWTP = Waste Water Treatment Plant

FF&E = Furniture, Fixtures & Equipment

## Capital (continued)

### Total Capital Spending

At the end of the third quarter, the 2016 budget balance for all active capital projects is \$621.5 million. A total of \$113.0 million was added to the assets under construction balance between January and September 2016. This equates to the total amount spent on capital project delivery during the first three 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 September 30, 2016 the Municipality has an investment portfolio amortized cost value of \$319.3 million and a market value of \$326.9 million. Returns on investments for the first three quarters of 2016 are \$4.0 million with \$3.7 million from investment income (as shown below) and \$0.3 million from interest earned on cash outside the investment portfolio.

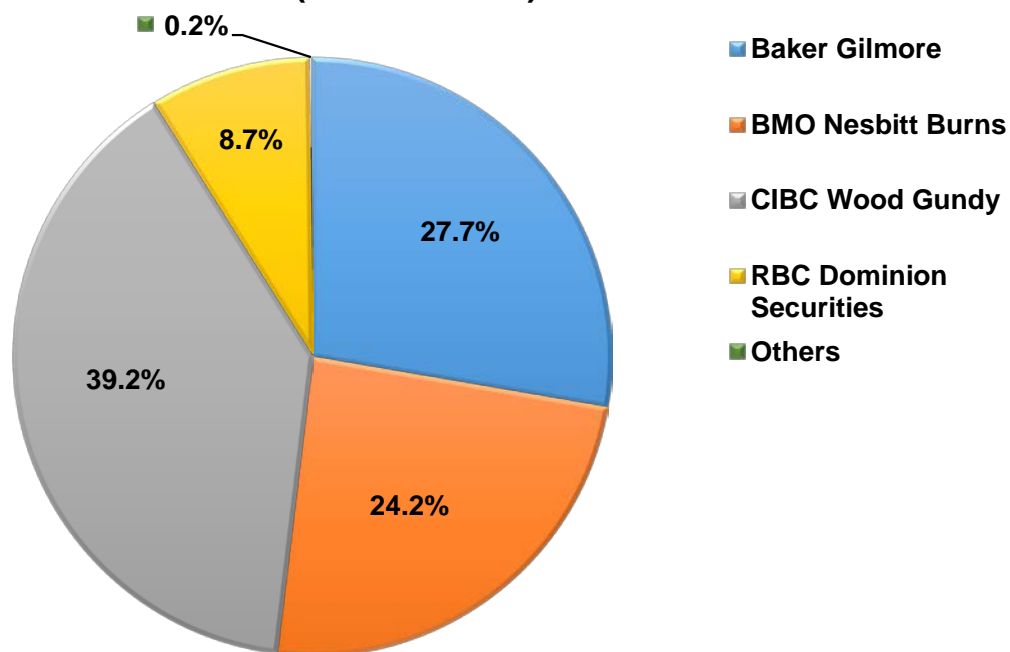
### Investment Holdings

(In Millions)

Fund Managers	Book Value @ September 30, 2015	Book Value @ September 30, 2016	Market Value September 30, 2016	Return on Investment September 30, 2016
Baker Gilmore	\$ 99.3	\$ 90.0	\$ 90.4	\$ 0.8
BMO Nesbitt Burns	87.3	73.4	79.2	1.7
CIBC Wood Gundy	149.7	127.6	128.0	1.1
RBC Dominion Securities	39.4	27.5	28.5	0.1
Others	0.7	0.8	0.8	-
<b>Total</b>	<b>\$ 376.4</b>	<b>\$ 319.3</b>	<b>\$ 326.9</b>	<b>\$ 3.7</b>

During the first three quarters of 2016, there is a net decrease in the investment portfolio of \$58.6 million. This is made up of \$62.3 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 \$3.7 million from investment income, amortization and other interest income within the investment portfolio.

### Investment Holding by Fund Managers (Book Values)



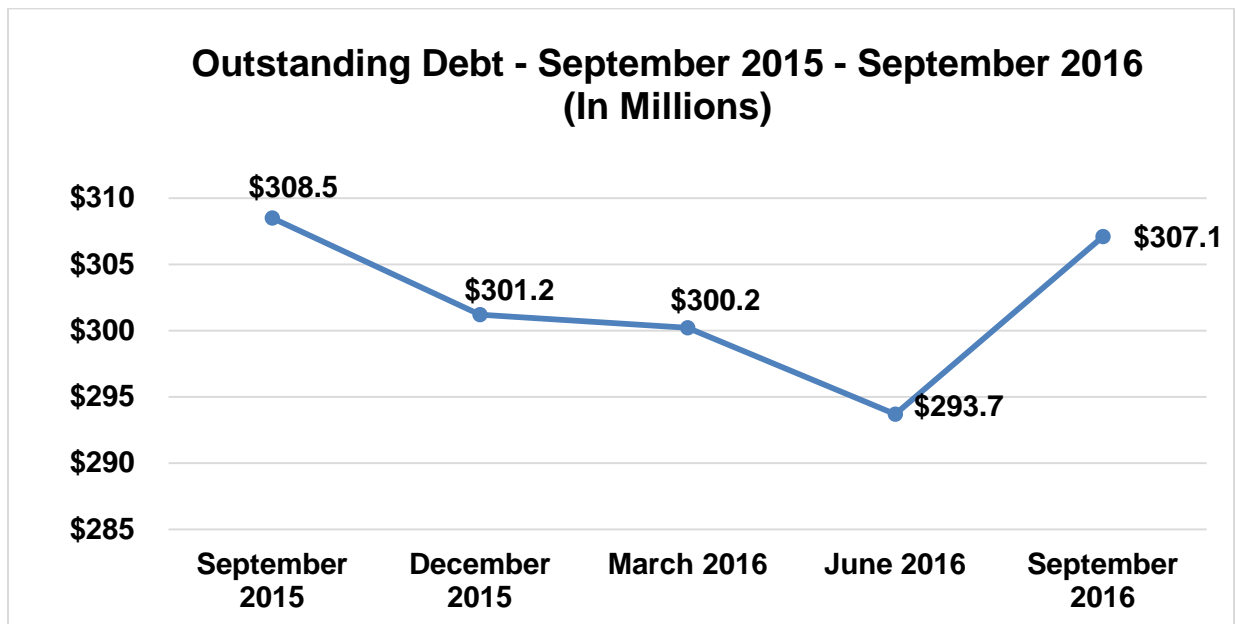
## Debt

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 September 30, 2016, the Municipality has \$307.1 million in debt outstanding, \$724.7 million in undrawn debt and a total debt commitment of \$1.0 billion.



There is net increase in debt from June to September by \$13.4 million consisting of \$14.3 million additional debentures draw and \$0.9 million principal payments.

## Grants

### REGIONAL MUNICIPALITY OF WOOD BUFFALO Summary of Capital and Operating Grants Awarded As At September 30, 2016

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
9-1-1 Grant	-	242,193	249,372	2015 Amount was transferred from Operating for Capital Project. 2016 Amount is Q1 and Q2 amount. The grant runs from July 1st to June 30th annually. An application for July 1st, 2016 to June 30 2017 has been submitted. 9-1-1 Grants are calculated quarterly based on 9-1-1 revenue and population served by the Public Safety Answering Point (PSAP).
<b>Total Capital Grants</b>	<b>\$ -</b>	<b>\$ 62,646,746</b>	<b>\$ 161,002,864</b>	

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

## Grants (continued)

Capital Grant Applications in Progress	Submitted	Additional Information
Alberta Blue Cross - Healthy Communities Grant	\$ 50,000	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. Application submitted for the Father Turcotte School Playground. Successful applicants will be announced in December. Application submitted for \$50,000 possible funding for Father Turcotte School Playground.
Public Transit Infrastructure Program (PTIF)	3,451,000	PTIF will fund up to 50% of project costs to a maximum of \$3,451,000. Funding can be combined with the GreenTRIP Grant. Application was submitted in August 2016 for Bus Bay Pull Out Project valued at \$10,000,000. If successful, project would be 100% funded between the two programs. Application submitted for \$3,451,000 for Bus Bay Turnouts and Bus Shelters.
GreenTRIP Grant - Round 3	31,159,000	Applications have been submitted for possible grants through the 3rd round of GreenTRIP funding. 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. Applications submitted for 4 projects as follows: Bus Bay Turn Outs - \$6,500,000; Shelters - \$1,260,000; Airporters/Specialized - \$799,000; and Intelligent Transportation - \$22,600,000.
GreenTRIP Grant - Round 2	3,401,870	Transit Terminal - Application needs to be updated once location of transit terminal has been determined. Application submitted for \$3,401,870 in possible funding.
Canada 150 Program	500,000	An application has been submitted for \$500,000 in possible funding towards the Anzac Community Centre Upgrades project. Application Submitted for \$500,000 in possible funding.
<b>Total Capital Grant in Progress</b>	<b>\$ 38,561,870</b>	

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 2015	-	50,000	Application submitted for Father Turcotte School Playground Design Build. Application not successful in 2015. Reapplying for 2016.
<b>Total Unsuccessful Capital Applications</b>	<b>\$ -</b>	<b>\$ 6,550,000</b>	

## Grants (continued)

Operating Grants	*2016 Forecasted	2016	2013-2015	Additional Information
Community and Regional Economic Support (CARES) Program	\$ -	\$ 750,000	\$ -	To support the Back to Business Resource Centre and Business Recovery Expositions
FireSmart Community Grant Program - Government of Alberta	-	-	238,600	Fire Smart Grant from Alberta Government.
Summer Temporary Employment Program (STEP) Program	-	14,137	-	5 Labourer Positions
Municipal Electronics and Paint Round-up Grant	-	-	3,527	Alberta Recycling Grant to offset cost to advertise and run the round-up activities.
911 Grant	-	119,089	444,392	Reimbursement for partial operating costs for 911 services paid by AHS. 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 Multicultural Fund (2016 - Budget \$44,440, Grant \$10,000)
Celebrate Canada Grant	-	9,000	9,000	Canadian Heritage provides financial support for Canada Day activities.
Fire Services and Emergency Preparedness Program	-	-	59,150	This program supports expanding and enhancing regional fire services training and emergency management training.
Police Officer Grant (POG)	-	300,000	900,000	Current agreement is for three (3) years from 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 from 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	Funded by 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	-	-	17,343	New applications are being considered for 3 Tire Marshalling Areas and 1 Parks Project. Deadline November 15, 2016. The 2015 grant is for the purchase and delivery of the concrete blocks for the containment area.
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.
Municipal Recreation/Tourism Areas (MR/TA) Grant (Vista Ridge)	-	-	12,000	Municipal Recreation/Tourism Areas (MR/TA) Grant-Program ended in 2013.

## Grants (continued)

Operating Grants (continued)	*2016 Forecasted	2016	2013-2015	Additional Information
Municipal Recreation/Tourism Areas (MR/TA) Grant (Lake shore)	\$ -	\$ -	\$ 12,000	Municipal Recreation/Tourism Areas (MR/TA) Grant-Program ended in 2013.
CN EcoConnexions From the Ground Up	-	-	25,000	CN EcoConnexions <i>From the Ground Up</i> will provide funding of up to \$25,000 for the greening of municipal properties across Canada, especially in communities where CN operates.
Conoco Phillips	-	5,000	10,000	\$5,000 for Green Teen Program in 2016 and \$10,000 for planters in Anzac in 2014.
TD Friends of the Environment	-	-	5,000	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. 2016 - 20 trees for Dr. Clark School, 2013 - 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>\$ -</b>	<b>\$ 4,377,110</b>	<b>\$ 10,907,051</b>	

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

Operating Grant Applications in Progress	Submitted	Additional Information
TD Friends of the Environment	\$ 4,199	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. 2016 - 20 trees (\$4,199) for Dr. Clark School
Forest Resource Improvement Association of Alberta (FRIAA) FireSmart Program	9,650,000	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) were submitted by 4 p.m, September 28, 2016. Maximum amount of funding for a single project will be \$400,000 over the life of the project. Expression of Interest being prepared for Hazard Reduction activities related to the Birchwood Trails. 4 applications submitted. \$400,000 request for Birchwood/Conn Creek, \$400,000 Anzac, \$125,000 Mitigation strategy, \$40,000 public education.
Emergency Management Preparedness Program (EMPP)	25,300	The objective of the Emergency Management Preparedness Program is to provide an effective and cost-efficient grant program for increased emergency management capacity that resulted in an increased number of trained emergency management practitioners. Deadline was Sept 30, 2016. Maximum \$5,000 per course.
<b>Total Operating Grant in Progress</b>	<b>\$ 9,679,499</b>	



## Grants (continued)

Future Grant Opportunities	Additional Information
Albert 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 \$50,000,000 provincially for Municipal Water Wastewater Program and \$80,000,000 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%.
Civil Forfeiture Grant (CFG)	Time-limited grant funding between \$50,000 and \$200,000 per project is available for projects lasting up to 2 years. Funded projects must focus on crime prevention. Application deadline: October 27, 2016 at noon. Information has been provided to Community and Protective Services.
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.
Clean Water and Wastewater Fund (CWWF) Grant	The Government of Alberta funding will come from the province's Water for Life grant program.
Community and Regional Economic Support (CARES) Program	Information provided to Economic Development and Community Services. There are 3 upcoming intakes for new applications: October 1-Nov 30, 2016, April 1-May 31, 2017 and a 3rd intake to be announced. The RMWB were awarded \$750,000 from this program for the Back to Business Resource Centre.
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. Applications for the next round of funding are due November 15, 2016 at 4:30 pm.





## **Subject: 2017 Proposed Budget, 2018 – 2022 Financial Plan**

### **APPROVALS:**

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

### **Administrative Recommendation:**

THAT the 2017 Proposed Operating Budget, 2018 - 2019 Financial Plan, 2017 Proposed Capital Budget and 2018 – 2022 Capital Plan be accepted as the basis for budget discussion and final budget recommendation.

### **Summary:**

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

### **Background:**

The proposed 2017 Budget, 2018 - 2022 Financial Plan has been developed under the theme, 'Maintaining the Foundation for Today and the Future'.

Administration is mindful of the economic climate and changes in the community due to the wildfire. In addition, proposed amendments contained within Bill 21 could seriously impact the Municipality's ability to fund operations and capital infrastructure by placing limits on taxation. Council endorsed the 'Critical Revenue Perspective – Impact of Bill 21 on the Regional Municipality of Wood Buffalo (Taxation and Assessment)' on September 27, 2016. Subsequently, members of Council and Administration have met with key stakeholders to seek a collaborative approach to the Government of Alberta in addressing the concerns arising from the Bill.

Administration has prepared a budget that is responsive and sets the stage for future changes as required. The 2017 budget is based on the allocation of funding aimed at maintaining assets, providing quality core services and construction of capital assets to support municipal operations as identified in the existing 2015 – 2017 Strategic Plan.

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

A "Funded" listing of capital projects is provided in Attachment 2. The listing includes projects that have been previously approved in progress that will continue to be delivered in 2017 and onward as well as new projects deemed a priority. Population and/or service level growth-related

capital projects have not been funded and are identified simply as a reference within the budget information package.

For capital projects, each sponsor department prepared the information for consideration by the Capital Projects Steering Committee (CPSC) based on an enhanced business case template. The CPSC reviewed the results of the prioritization matrix to allow allocation of finite resources and based on immediate need.

Attachment 3 includes an “Unfunded” listing of capital projects that we were not deemed required for an immediate need. It is important to note that the ranking is to provide an initial basis for Council deliberations to support their direction.

Mayor and Councillors also had an opportunity to submit specific requests. These requests will be incorporated into the operating budget or ranked according to the project prioritization for capital requests. Subject to four days of Council budget review workshops, discussions and final recommendations, the budget is slated for presentation for Council approval on December 13, 2016, following a month of engagements between Council, residents and Administration. This engagement will be achieved through a number of means:

- Public presentation of the proposed budget during the Council meeting on November 1, 2016;
- Posting of the proposed budget and financial plan on the Municipal website;
- Dedicated email and telephone options for members of the public to engage both Council and Administration; and
- A series of budget workshops between Council and Administration (November 2, 3, 4, & 5, 2016) that will be webcast live for the convenience and information of citizens.

The proposed 2017 Budget, 2018 - 2022 Financial Plan provide base information that will be used to develop the 2017 – 2019 Fiscal Management Strategy (FMS) in 2017. This fiscal strategy update will in turn inform the 2017 property tax bylaw development process. A critical indicator that will set the tone for the development of the FMS and property tax rate bylaw discussions will be the finalization of the assessment roll. Dependent on updated assessment information, further budget amendments may be required and/or property tax options discussed. Administration is currently considering a variety of option to address different scenarios. A balanced solution reached through collaboration with our stakeholders is the desired end state.

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

The budget philosophy for 2017 is fundamentally different than any other year. Decreasing revenues and adapting to a community that is not experiencing growth require the Municipality to focus on maintaining existing assets and programs/services. Prudent fiscal management requires that undrawn debt scenarios be reviewed to ensure that future years are not negatively impacted. In addition, the risk of assessment appeals and the impact on taxation revenue continues in 2017.

Administration continues to assess personnel requirements as each vacancy is rationalized. To date, the 30 FTE vacancy reduction has been exceeded while reassigning resources to areas that have increased workloads due to the rebuild of the community.

**Rationale for Recommendation:**

The presentation of the 2017 Proposed Budget, 2018 - 2022 Financial Plan represents Administration's recommendation. The next steps in the budget process include incorporating changes as identified by Council during the proposed four day budget review workshops followed by a presentation of the final budget and financial plan on December 13, 2016 for Council approval.

**Strategic Plan Linkage:**

Pillar 1 – Building Responsible Government

**Attachments:**

1. 2017 Proposed Operating Budget, 2018 and 2019 Financial Plan
2. 2017 Proposed Capital Budget (Funded) – November 1, 2016
3. 2017 Proposed Capital Budget (Unfunded) – November 1, 2016



**REGIONAL MUNICIPALITY OF WOOD BUFFALO**  
**2017 Proposed Operating Budget, 2018 and 2019 Financial Plan**

[illegible]





Legend
Other than first year of a multi-year project
First year of a pre-approved multi-year project - Construction Phase
First year of a multi-year project
Single year project
Approved in a prior year (carry forward), no future budget request
Equipment Project

Ref #	Budget Approval Year	Project Name	Sponsor Dept	Delivery Dept	Strat Plan Category	2016 & Prior Approved	Total Costs to Date (Sept 2016)	Available (Sept 2016)	Public Art	2017 Request (Including Public Art)	2018 Request	2019 Request	2020 Request	2021 Request	Thereafter (2022+)	Total Budget All years (Incl. Public Art)
3	2014	Fort Chipewyan WTP Expansion - Construction	ES	ENG	Sustainable Region	30,000,000	24,993,344	5,006,656	-	9,000,000	5,500,000	-	-	-	-	44,500,000
15	2017	Conklin WTP Upgrade Phase 2 - Construction	ES	ENG	Sustainable Region	-	-	-	17,500	3,517,500	-	-	-	-	-	3,517,500
2	2016	Confederation Way Sanitary Sewer Phase 2 - Construction	ES	ENG	Vibrant Economy	500,000	249,000	251,000	-	22,200,000	14,000,000	-	-	-	-	36,700,000
7	2016	Mills Avenue Stormwater Management - Construction	ES	ENG	Responsible Government	1,000,000	473,623	526,377	-	6,000,000	6,000,000	-	-	-	-	13,000,000
6	2016	MacKenzie Stormwater Management - Design	ES	ENG	Balanced Regional Services	200,000	-	200,000	-	2,800,000	-	-	-	-	-	3,000,000
23	2014	Flood Mitigation - Construction	ENG	ENG	Sustainable Region	3,492,037	2,962,490	529,547	-	20,950,382	63,257,581	82,300,000	-	-	-	170,000,000
66	2017	Computer Assisted Mass Appraisal (CAMA) System Review-Construction	A&T	A&T	Responsible Government	-	-	-	-	120,000	1,860,000	-	-	-	-	1,980,000
67	2017	Computer Assisted Mass Appraisal (CAMA) System Review-PreDesign	A&T	A&T	Responsible Government	-	-	-	-	100,000	-	-	-	-	-	100,000
24	2014	Flood Mitigation - Predesign/Design	ENG	ENG	Vibrant Economy	2,787,485	1,159,645	1,627,840	-	3,500,000	3,512,515	-	-	-	-	9,800,000
53	2015	Anzac Fire Hall - Construction	RES	ENG	Balanced Regional Services	8,000,000	7,506,105	493,895	-	4,000,000	-	-	-	-	-	12,000,000
51	2015	Fort MacKay Fire Hall - Construction	RES	ENG	Balanced Regional Services	-	-	-	-	8,760,000	6,240,000	-	-	-	-	15,000,000
48	2017	Fort Chipewyan New Cemetery - Design Build	PW	PW	Responsible Government	-	-	-	12,960	2,604,960	-	-	-	-	-	2,604,960
55	2017	911 Dispatch Upgrades	RES	ENG	Balanced Regional Services	-	-	-	-	409,000	-	-	-	-	-	409,000
26	2015	Rural Infrastructure Rehabilitation 2015-2017 - Construction	ENG	ENG	Reliable Transportation System	2,000,000	969,265	1,030,735	-	18,200,000	49,800,000	-	-	-	-	70,000,000
57	2017	Wild Land Sprinkler Trailer - RES	RES	RES	Balanced Regional Services	-	-	-	-	170,000	-	-	-	-	-	170,000
8	2014	Regional Scada Wan - Construction	ES	ENG	Balanced Regional Services	2,000,000	1,180,517	819,483	-	1,500,000	-	-	-	-	-	3,500,000
52	2016	Parson's Creek Fire Hall 6 - Construction	RES	ENG	Balanced Regional Services	-	-	-	-	10,320,000	13,080,000	-	-	-	-	23,400,000
56	2016	Pumper Truck for Fire Station #6	RES	RES	Balanced Regional Services	-	-	-	-	260,000	798,200	-	-	-	-	1,058,200
9	2014	Southwest Water Supply Line Phase 1 - Construction	ES	ENG	Balanced Regional Services	32,500,000	31,438,298	1,061,702	-	2,500,000	-	-	-	-	-	35,000,000
22	2016	Building Security Infrastructure Upgrades	ENG	ENG	Responsible Government	1,874,646	102,000	1,772,646	-	-	1,119,634	1,243,023	-	-	-	4,237,303
25	2008	Prairie Loop Boulevard	ENG	ENG	Reliable Transportation System	50,894,767	49,558,451	1,336,316	-	20,000,000	27,806,800	-	-	-	-	98,701,567
61	2006	Enterprise Information Management (EIM)	IAS	IAS	Responsible Government	3,203,793	3,203,793	-	-	275,000	840,000	-	-	-	-	4,318,793
62	2007	Enterprise Resource Planning	IAS	IAS	Responsible Government	29,868,042	23,526,921	6,341,121	-	-	10,126,449	400,000	-	-	-	40,394,491
19	2017	Thickwood Reservoir Replacement - construction	ES	ENG	Responsible Government	-	-	-	35,000	7,035,000	-	-	-	-	-	7,035,000
36	2017	Urban Infrastructure Rehab 2017 - Construction	ENG	ENG	Responsible Government	-	-	-	-	50,310,000	-	-	-	-	-	50,310,000
27	2014	Rural Water and Sewer Servicing - Construction	ENG	ENG	Balanced Regional Services	10,675,000	7,949,330	2,725,670	-	75,425,000	91,425,000	42,475,000	-	-	-	220,000,000
17	2017	Fort Chipewyan Water and Sanitary Sewer - Design	ES	ENG	Balanced Regional Services	-	-	-	-	500,000	-	-	-	-	-	500,000
20	2017	Timberline Storm Water Upgrade - Construction	ES	ENG	Balanced Regional Services	-	-	-	-	900,000	-	-	-	-	-	900,000
46	2017	Culvert Rehabilitation Hwy 63 at Fort Hills	PW	ENG	Responsible Government	-	-	-	-	660,000	-	-	-	-	-	660,000
40	2016	Fleet Shop Equipment Tooling	PW	PW	Sustainable Region	75,100	75,100	-	-	129,900	-	-	-	-	-	205,000
39	2014	Community Playgrounds (Eagle Ridge,Janvier, Chad Matthies, St. Gabriel S	PW	PW	Healthy and Active Lifestyle	1,064,289	1,064,289	(0)	-	810,711	-	-	-	-	-	1,875,000
21	2017	Timberline Storm Water Upgrade - Design	ES	ENG	Balanced Regional Services	-	-	-	-	90,000	-	-	-	-	-	90,000
43	2016	King Street Bridge Rehabilitation	PW	ENG	Responsible Government	640,000	-	640,000	-	2,600,000	-	-	-	-	-	3,240,000
16	2017	Fort Chipewyan Lift Station Upgrades - Design	ES	ENG	Balanced Regional Services	-	-	-	-	600,000	-	-	-	-	-	600,000
59	2013	Conklin Multiplex - Construction	CS	ENG	Healthy and Active Lifestyle	26,500,000	23,567,745	2,932,255	-	15,000,000	8,500,000	-	-	-	-	50,000,000
31	2017	Emergency Access Roads - Construction (Connection B,D,E)	ENG	ENG	Reliable Transportation System	-	-	-	5,000	1,005,000	-	-	-	-	-	1,005,000
42	2013	Fort Chipewyan Richardson River Bridge Replacement – Construction	PW	ENG	Reliable Transportation System	5,000,000	4,997,471	2,529	-	1,500,000	-	-	-	-	-	6,500,000
63	2017	IAS Infrastructure Upgrades - 2017	IAS	IAS	Responsible Government	-	-	-	-	385,000	-	-	-	-	-	385,000
1	2014	Beacon Hill Outfall and Pipeline Upgrades -Construction	ES	ENG	Sustainable Region	9,673,858	9,673,858	-	-	13,326,142	-	-	-	-	-	23,000,000
47	2017	Fort Chipewyan - Airport Structure - Repair Airport Existing Sprung Structure	PW	PW	Sustainable Region	-	-	-	-	40,000	-	-	-	-	-	40,000
5	2008	Lift Station Upgrades (South)	ES	ENG	Responsible Government	23,731,680	22,822,002	909,678	-	5,000,000	-	-	-	-	-	28,731,680
54	2016	Life-Pak 15 Replacements	RES	RES	Balanced Regional Services	55,000	49,674	5,326	-	55,000	55,000	55,000	-	-	-	220,000
12	2017	Thickwood Perimeter Sewer - Construction	ES	ENG	Balanced Regional Services	-	-	-	310,500	10,310,500	30,000,000	22,100,000	-	-	-	62,410,500
32	2017	Emergency Access Roads - Design (Connection B,D,E)	ENG	ENG	Reliable Transportation System	-	-	-	-	300,000	-	-	-	-	-	300,000
49	2017	Snow Disposal Site - Design	PW	ENG	Responsible Government	-	-	-	-	750,000	-	-	-	-	-	750,000
60	2014	Vista Ridge 2014 - 2017 Capital Grant	CS	CS	Healthy and Active Lifestyle	12,035,000	12,035,000	-	-	1,150,000	-	-	-	-	-	13,185,000
13	2017	Thickwood Perimeter Sewer - Design	ES	ENG	Balanced Regional Services	-	-	-	31,250	4,031,250	2,250,000	-	-	-	-	6,281,250
4	2016	Grayling Terrace Lift Station - Construction	ES	ENG	Responsible Government	8,360,000	7,484,513	875,487	-	1,000,000	-	-	-	-	-	9,360,000
44	2016	Stonecreek Drainage - Construction	PW	ENG	Sustainable Region	1,000,000	31,009	968,991	-	1,000,000	3,000,000	-	-	-	-	5,000,000
37	2014	Active Transportation Trail Phase 1 Construction	PW	PW	Healthy and Active Lifestyle	2,500,000	2,304,918	195,082	-	1,000,000	-	3,250,000	-	-	-	6,750,000
41	2012	Fort Chip Winter Road Bridge Replacement	PW	ENG	Sustainable Region	2,000,000	1,780,609	219,391	-	500,000	-	-	-	-	-	2,500,000
28	2016	Urban Infrastructure Rehabilitation 2016-2018 - Design	ENG	ENG	Sustainable Region	1,500,000	607,513	892,487	-	1,500,000	1,500,000	-	-	-	-	4,500,000
11	2017	MacDonald to 4-Way Chamber Supply Line - Construction	ES	ENG	Balanced Regional Services	-	-	-	60,000	3,420,000	8,640,000	-	-	-	-	12,060,000
14	2017	4 Way Chamber and Twin line to Lower Townsite Reservoir (Abasand)	ES	ENG	Responsible Government	-	-	-	80,000	5,080,000	11,000,000	-	-	-	-	16,080,000
30	2017	Jubilee Center Renovation - Construction 2017	ENG	ENG	Sustainable Region	-	-	-	-	2,355,000	7,580,000	-	-	-	-	9,935,000
50	2017	Thickwood Blvd - Abasand Drive Erosion Remediation	PW	ENG	Reliable Transportation system	-	-	-	15,000	3,015,000	-	-	-	-	-	3,015,000
18	2017	King Street Booster - Design	ES	ENG	Balanced Regional Services	-	-	-	-	125,000	-	-	-	-	-	125,000
45	2017	FireSmart Greenspace Rehabilitation	PW	PW	Responsible Government	-	-	-	-	7,500,000	4,500,000	-	-	-	-	12,000,000

Regional Municipality of Wood Buffalo, 2017 Capital Budget Review  
2017 Proposed Capital Budget, Resources Assigned (Funded)

<b>Legend</b>
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Equipment Project

Ref #	Budget Approval Year	Project Name	Sponsor Dept	Delivery Dept	Strat Plan Category	2016 & Prior Approved	Total Costs to Date (Sept 2016)	Available (Sept 2016)	Public Art	2017 Request (Including Public Art)	2018 Request	2019 Request	2020 Request	2021 Request	Thereafter (2022+)	Total Budget All years (Incl. Public Art)
38	2014	Clearwater Park System (Riverside Park System) - Remediation	PW	PW	Vibrant Economy	1,375,639	1,195,639	180,000	-	1,924,361	7,300,000	6,000,000	4,200,000	-	-	20,800,000
33	2017	Jubilee Center Renovation - Design	ENG	ENG	Sustainable Region	-	-	-	-	852,500	-	-	-	-	-	852,500
35	2017	South Leg, A Frame Road at Saprae Creek Trail	ENG	ENG	Reliable Transportation System	-	-	-	9,500	1,909,500	-	-	-	-	-	1,909,500
34	2017	Saline Creek Parkway Phase 2 - Design (Connection F)	ENG	ENG	Reliable Transportation System	-	-	-	15,000	3,015,000	-	-	-	-	-	3,015,000
29	2017	Building Life Cycle - 2017-2019	ENG	ENG	Responsible Government	-	-	-	-	2,457,662	10,944,000	1,260,000	-	-	-	14,661,662
10	2016	Fort McMurray WWTP Process Improvements - Construction	ES	ENG	Responsible Government	-	-	-	-	7,000,000	12,000,000	17,000,000	-	-	-	36,000,000
58	2014	Northside Twin Arena - Construction	CS	ENG	Healthy and Active Lifestyle	-	-	-	172,500	17,672,500	17,000,000	-	-	-	-	34,672,500
64	2016	Land Acquisition 2016	Land Admin	Land Admin	Land Strategy	-	-	-	-	10,936,500	-	-	-	-	-	10,936,500
65	2017	Land Acquisition 2017	Land Admin	Land Admin	Land Strategy	-	-	-	-	6,075,000	-	-	-	-	-	6,075,000
		TOTAL RESOURCES ASSIGNED (FUNDED) PROJECTS				274,506,336	242,962,123	31,544,213	764,210	407,438,368	419,635,179	176,083,023	4,200,000	-	-	1,281,862,906

Legend

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75	2018	MacKenzie Stormwater Improvements - Construction	ES	ENG	Responsible Government	-	-	-	-	-	16,200,000	20,200,000	-	-	-	36,400,000
182	2014	Transit Bus Lifecycle Refurbish Program 2014-2020	Transit	Transit	Reliable Transportation System	1,417,500	1,080,523	336,977	-	576,000	576,000	576,000	576,000	-	-	3,721,500
68	2015	Regional Landfill Storm Pond 2 - Construction	ES	ES	Sustainable Region	-	-	-	-	-	2,220,000	-	-	-	-	2,220,000
183	2017	Intelligent Transportation System Phase II (Transit) 2017-2021	Transit	Transit	Reliable Transportation system	-	-	-	-	552,420	3,489,783	9,689,734	6,906,956	9,090,588	-	29,729,481
69	2015	Regional Landfill Storm Pond 2 - Design	ES	ENG	Sustainable Region	-	-	-	-	-	500,000	-	-	-	-	500,000
74	2017	Landfill Industrial Recycler	ES	ES	Sustainable Region	-	-	-	-	600,000	-	-	-	-	-	600,000
81	2018	Fort Chipewyan Lift Station Upgrades - Construction	ES	ENG	Balanced Regional Services	-	-	-	-	-	14,000,000	-	-	-	-	14,000,000
103	2016	Fleet Shop Automated Vehicle Locator (AVL) Equipment	PW	PW	Sustainable Region	-	-	-	-	1,500,000	-	-	-	-	-	1,500,000
111	2017	Fort Chipewyan Mamawi Hall/Arena - Playground	PW	PW	Responsible Government	-	-	-	-	24,000	-	-	-	-	-	24,000
94	2018	Secondary Access Roads - Construction (Connection A & C)	ENG	ENG	Reliable Transportation System	-	-	-	-	-	4,000,000	6,000,000	21,250,000	-	-	31,250,000
127	2018	Snow Disposal Site - Construction	PW	ENG	Responsible Government	-	-	-	-	-	4,500,000	4,500,000	-	-	-	9,000,000
122	2017	Learning Management System - Equipment & Technical Training	PW	PW	Responsible Government	-	-	-	-	40,000	-	-	-	-	-	40,000
113	2017	Fort Chipewyan Salt Storage Building	PW	ENG	Balanced Regional Services	-	-	-	-	500,000	-	-	-	-	-	500,000
106	2017	Playground Replacement - Design Build	PW	PW	Healthy and Active Lifestyle	-	-	-	30,000	2,780,000	3,250,000	-	-	-	-	6,030,000
96	2018	Secondary Access Roads - Design (Connection A & C)	ENG	ENG	Reliable Transportation System	-	-	-	-	-	2,700,000	-	-	-	-	2,700,000
98	2018	Urban Infrastructure Rehab 2018 - Construction	ENG	ENG	Responsible Government	-	-	-	-	-	60,000,000	-	-	-	-	60,000,000
99	2019	Urban Infrastructure Rehab 2019 - Construction	ENG	ENG	Responsible Government	-	-	-	-	-	-	60,000,000	-	-	-	60,000,000
123	2017	Training Equipment - Fleet	PW	PW	Responsible Government	-	-	-	-	28,000	-	-	-	-	-	28,000
119	2017	2017 Heavy Equipment Replacements	PW	PW	Sustainable Region	-	-	-	-	6,032,000	-	-	-	-	-	6,032,000
121	2017	2017 Light Equipment Replacements	PW	PW	Sustainable Region	-	-	-	-	4,616,000	-	-	-	-	-	4,616,000
137	2018	Fort Chipewyan Sidewalk to Doghead - Construction	PW	PW	Healthy and Active Lifestyle	-	-	-	-	-	800,000	-	-	-	-	800,000
114	2017	Fort Chipewyan Sidewalk to Doghead - Design	PW	ENG	Healthy and Active Lifestyle	-	-	-	-	80,000	-	-	-	-	-	80,000
185	2017	Bus Bay Turnout & Transit Shelters - Thickwood & Confederation	Transit	ENG	Reliable Transportation system	-	-	-	50,000	10,050,000	-	-	-	-	-	10,050,000
115	2017	Franklin Avenue - Four Laning	PW	ENG	Reliable Transportation System	-	-	-	6,000	1,206,000	-	-	-	-	-	1,206,000
108	2017	RMWB Traffic Management Centre	PW	PW	Reliable Transportation System	-	-	-	-	1,100,000	1,100,000	-	-	-	-	2,200,000
83	2018	King Street Booster - Rehabilitation	ES	ENG	Balanced Regional Services	-	-	-	-	-	1,396,250	-	-	-	-	1,396,250
78	2018	South Utility Corridor Phase 1 - Construction	ES	ENG	Balanced Regional Services	-	-	-	-	-	20,850,000	36,000,000	36,600,000	7,200,000.00	-	100,650,000
104	2017	Active Transportation Trail Phase 2 - Design	PW	PW	Healthy and Active Lifestyle	-	-	-	-	600,000	300,000	-	-	-	-	900,000
117	2017	Trans Canada Trail 2017 - Design	PW	PW	Balanced Regional Services	-	-	-	-	75,000	-	-	-	-	-	75,000
95	2018	Urban Infrastructure Rehabilitation 2018 - 2020 - Design	ENG	ENG	Responsible Government	-	-	-	-	-	1,500,000	1,500,000	1,500,000	-	-	4,500,000
112	2017	Fort Chipewyan Office Building Renovation/Furnishing - Construction	PW	PW	Balanced Regional Services	-	-	-	-	120,000	-	-	-	-	-	120,000
186	2017	Fluid Dispensing System 160 Airport Road	Transit	Transit	Reliable Transportation system	-	-	-	-	60,000	-	-	-	-	-	60,000
187	2017	Wheel Lifts for Transit Fleet	Transit	Transit	Reliable Transportation system	-	-	-	-	125,000	-	-	-	-	-	125,000
91	2017	Building Roof Ladder Access Systems-Construction	ENG	ENG	Sustainable Region	-	-	-	-	1,010,000	1,966,000	-	-	-	-	2,976,000
163	2019	Ladder Truck Replacement(#402)	RES	RES	Balanced Regional Services	-	-	-	-	-	-	1,400,000	-	-	-	1,400,000
173	2017	Casman Centre Storage Facility Drainage	CS	ENG	Healthy and Active Lifestyle	-	-	-	-	60,000	-	-	-	-	-	60,000
92	2017	Building Roof Ladder Access Systems-Design	ENG	ENG	Sustainable Region	-	-	-	-	385,000.00	-	-	-	-	-	385,000
109	2017	Urban Sidewalk Extension Program	PW	ENG	Reliable Transportation System	-	-	-	27,000	1,827,000	1,800,000	1,800,000	-	-	-	5,427,000
77	2018	Prairie Loop Blvd Storm Sewer Upgrades - Construction	ES	ENG	Responsible Government	-	-	-	-	-	9,600,000	9,600,000	-	-	-	19,200,000
118	2017	2017 Heavy Equipment Additions	PW	PW	Sustainable Region	-	-	-	-	1,510,000	-	-	-	-	-	1,510,000
120	2017	2017 Light Equipment Additions	PW	PW	Sustainable Region	-	-	-	-	802,000	-	-	-	-	-	802,000
105	2017	Fort Chipewyan Remediation of Pavement	PW	PW	Sustainable Region	-	-	-	-	375,000	7,035,000	-	-	-	-	7,410,000
76	2018	Prairie Loop Blvd Storm Sewer Upgrades - Design	ES	ENG	Responsible Government	-	-	-	-	-	150,000	50,000	-	-	-	200,000
128	2018	Syncrude Athletic Park Cricket Pitch Upgrades - Design Build	PW	PW	Healthy and Active Lifestyle	-	-	-	-	-	480,000	599,880	-	-	-	1,079,880
110	2017	Fort Chipewyan Lake Front Washroom	PW	PW	Healthy and Active Lifestyle	-	-	-	-	300,000	-	-	-	-	-	300,000
87	2018	Silin Forest Road Security Gate	ES	ES	Balanced Regional Services	-	-	-	-	-	250,000	-	-	-	-	250,000
178	2018	Northside Recreation Centre Phase 2 - Construction	CS	ENG	Healthy and Active Lifestyle	-	-	-	-	-	20,410,000	62,100,000	60,990,000	-	-	143,500,000
184	2017	Transit Services Shelter Additions 2017-2021	Transit	Transit	Reliable Transportation system	-	-	-	9,575	334,575	520,000	350,000	350,000	370,000	-	1,924,575
90	2015	Road B at Saline Creek - Construction	ENG	ENG	Responsible Government	-	-	-	-	-	5,000,000	7,000,000	-	-	-	12,000,000
93	2018	Saline Creek Parkway Phase 2 - Construction (Connection F)	ENG	ENG	Responsible Government	-	-	-	-	-	35,000,000	40,000,000	58,000,000	-	-	133,000,000
85	2018	River Intake - Construction	ES	ENG	Balanced Regional Services	-	-	-	-	-	4,920,000	-	-	-	-	4,920,000
80	2018	Fire Suppression in Fleet Building - Regional Landfil	ES	ENG	Balanced Regional Services	-	-	-	-	-	2,500,000	-	-	-	-	2,500,000
188	2017	Learning Management System	HR	IAS	Responsible Government	-	-	-	-	1,500,000	-	-	-	-	-	1,500,000
84	2018	Landfill Residential Scale - Construction	ES	ENG	Responsible Government	-	-	-	-	-	420,000	-	-	-	-	420,000
82	2018	Heated Storage Facility (Compost) - Construction	ES	ENG	Sustainable Region	-	-	-	-	-	576,000	-	-	-	-	576,000

Regional Municipality of Wood Buffalo, 2017 Capital Budget Review  
2017 Proposed Capital Budget, Resources Unassigned (Unfunded)

Legend

Other than first year of a multi-year project
First year of a pre-approved multi-year project - Construction Phase
First year of a multi-year project
Single year project
Approved in a prior year (carry forward), no future budget request
Equipment Project

Ref #	Budget Approval Year	Project Name	Sponsor Dept	Delivery Dept	Strat Plan Category	2016 & Prior Approved	Total Costs to Date (Sept 2016)	Available (Sept 2016)	Public Art	2017 Request (Including Public Art)	2018 Request	2019 Request	2020 Request	2021 Request	Thereafter (2022+)	Total Budget All years
86	2018	Rodeo Drive Storm Pipe - Construction	ES	ENG	Responsible Government	-	-	-	-	-	3,600,000	-	-	-	-	3,600,000
176	2017	MacDonald Island Park Sustaining Capital Grant 2017	CS	RRC	Healthy and Active Lifestyle	-	-	-	-	4,622,000	-	-	-	-	-	4,622,000
126	2018	Ron Morgan Park Upgrades - Construction	PW	PW	Balanced Regional Services	-	-	-	-	-	1,728,000	1,728,000	1,824,000	-	-	5,280,000
149	2018	Syncrude Athletic Park Infield Irrigation - Design Build	PW	PW	Healthy and Active Lifestyle	-	-	-	-	-	294,000	-	-	-	-	294,000
144	2018	Ron Morgan Park Upgrades - Design	PW	PW	Balanced Regional Services	-	-	-	-	-	350,000	-	-	-	-	350,000
79	2018	Thickwood Stormwater Management - Construction	ES	ENG	Balanced Regional Services	-	-	-	-	-	13,000,000	4,000,000	-	-	-	17,000,000
100	2016	Gregoire Lake Estates Trail & Skate Park - Construction	PW	PW	Balanced Regional Services	-	-	-	-	864,000	-	-	-	-	-	864,000
157	2018	Ambulance Fleet Replacement(#112) 2018	RES	RES	Balanced Regional Services	-	-	-	-	-	250,000	-	-	-	-	250,000
162	2019	Ambulance Fleet Replacement(#113) 2019	RES	RES	Balanced Regional Services	-	-	-	-	-	-	250,000	-	-	-	250,000
166	2020	Ambulance Fleet Replacement(#114) 2020	RES	RES	Balanced Regional Services	-	-	-	-	-	-	-	250,000	-	-	250,000
169	2021	Ambulance Fleet Replacement(#115) 2021	RES	RES	Balanced Regional Services	-	-	-	-	-	-	-	-	250,000	-	250,000
124	2018	Active Transportation Trail Phase 2 Construction	PW	PW	Healthy and Active Lifestyle	-	-	-	-	-	3,600,000	3,600,000	3,600,000	-	-	10,800,000
73	2016	Thickwood Stormwater Management - Design	ES	ENG	Balanced Regional Services	-	-	-	-	-	875,000	-	-	-	-	875,000
116	2017	Trail Lighting - Design Build	PW	PW	Healthy and Active Lifestyle	-	-	-	-	750,000	-	-	-	-	-	750,000
107	2017	Responders Park - Design	PW	PW	Healthy and Active Lifestyle	-	-	-	-	370,000	30,000	-	-	-	-	400,000
70	2016	Abasand Pump House Upgrade - Construction	ES	ENG	Sustainable Region	-	-	-	-	-	-	7,152,000	4,848,000	-	-	12,000,000
161	2018	Rescue Truck Replacement(#204) 2018	RES	RES	Balanced Regional Services	-	-	-	-	-	800,000	-	-	-	-	800,000
101	2016	Gregoire Lake Estates Trail & Skate Park - Design	PW	PW	Balanced Regional Services	-	-	-	-	60,000	-	-	-	-	-	60,000
151	2018	Timberlea Community Park Change Room Facility - Construction	PW	PW	Balanced Regional Services	-	-	-	-	-	2,322,000	-	-	-	-	2,322,000
158	2018	RES Boat Replacement(#801) 2018	RES	RES	Balanced Regional Services	-	-	-	-	-	100,000	-	-	-	-	100,000
142	2018	Hwy 63 Trail Rehabilitation - Design Build	PW	PW	Healthy and Active Lifestyle	-	-	-	-	-	1,980,000	-	-	-	-	1,980,000
102	2016	Rural Community Placemaking Fort MacKay - Design	PW	PW	Balanced Regional Services	-	-	-	-	110,000	-	-	-	-	-	110,000
148	2018	St. Paul & Thickwood Community Park Upgrades - Design	PW	PW	Balanced Regional Services	-	-	-	-	-	175,000	-	-	-	-	175,000
159	2018	RES Emergency Vehicle Replacement(#310) 2018	RES	RES	Balanced Regional Services	-	-	-	-	-	800,000	-	-	-	-	800,000
164	2019	RES Emergency Vehicle Replacement(#311) 2019	RES	RES	Balanced Regional Services	-	-	-	-	-	-	800,000	-	-	-	800,000
167	2020	RES Emergency Vehicle Replacement(#312) 2020	RES	RES	Balanced Regional Services	-	-	-	-	-	-	-	800,000	-	-	800,000
170	2021	RES Emergency Vehicle Replacement(#316) 2021	RES	RES	Balanced Regional Services	-	-	-	-	-	-	-	-	800,000	-	800,000
172	2017	Saprae Creek Community Hall - Construction	CS	ENG	Healthy and Active Lifestyle	-	-	-	31,000	5,181,000	1,050,000	-	-	-	-	6,231,000
147	2018	St. Paul & Thickwood Community Park Upgrades - Construction	PW	PW	Balanced Regional Services	-	-	-	-	-	1,272,000	-	-	-	-	1,272,000
160	2018	RES Light Fleet Replacement 2018	RES	RES	Balanced Regional Services	-	-	-	-	-	50,000	-	-	-	-	50,000
165	2019	RES Light Fleet Replacement 2019	RES	RES	Balanced Regional Services	-	-	-	-	-	-	50,000	-	-	-	50,000
168	2020	RES Light Fleet Replacement 2020	RES	RES	Balanced Regional Services	-	-	-	-	-	-	-	50,000	-	-	50,000
171	2021	RES Light Fleet Replacement 2021	RES	RES	Balanced Regional Services	-	-	-	-	-	-	-	-	50,000	-	50,000
141	2018	Helen Pacholko Park Upgrades	PW	PW	Healthy and Active Lifestyle	-	-	-	-	-	426,000	-	-	-	-	426,000
146	2018	Saprae Creek Sports Field Upgrade - Design Rebuild	PW	PW	Balanced Regional Services	-	-	-	-	-	1,449,000	-	-	-	-	1,449,000
177	2018	Janvier Community Hall - Construction	CS	ENG	Healthy and Active Lifestyle	-	-	-	-	-	5,170,000	1,050,000	-	-	-	6,220,000
174	2017	Janvier Community Hall - Design	CS	ENG	Healthy and Active Lifestyle	-	-	-	-	400,000	-	-	-	-	-	400,000
175	2017	Janvier Community Hall - PreDesign	CS	ENG	Healthy and Active Lifestyle	-	-	-	-	200,000	-	-	-	-	-	200,000
180	2018	Draper Community Gathering Place - Predesign	CS	ENG	Healthy and Active Lifestyle	-	-	-	-	-	200,000	-	-	-	-	200,000
89	2018	Radial Material Stacker - Compost Facility	ES	ENG	Sustainable Region	-	-	-	-	-	170,000	-	-	-	-	170,000
181	2019	Draper Community Gathering Place - Construction	CS	ENG	Healthy and Active Lifestyle	-	-	-	-	-	-	5,170,000	1,050,000	-	-	6,220,000
179	2018	Draper Community Gathering Place - Design	CS	ENG	Healthy and Active Lifestyle	-	-	-	-	-	400,000	-	-	-	-	400,000
154	2018	Wood Buffalo Estate Outdoor Ice Rink - Design/Build	PW	PW	Healthy and Active Lifestyle	-	-	-	-	-	1,227,000	-	-	-	-	1,227,000
88	2018	Portable Irrigation Equipment - Compost Facility	ES	ENG	Sustainable Region	-	-	-	-	-	34,000	-	-	-	-	34,000
156	2017	Replacement Purchase SimMan ALS	RES	RES	Balanced Regional Services	-	-	-	-	45,000	-	-	-	-	-	45,000
145	2018	Rural Community Placemaking Fort McKay - Construction	PW	PW	Effective Land Strategy	-	-	-	-	-	1,100,000	-	-	-	-	1,100,000
150	2018	Syncrude Athletic Park Paving Clubhouse - Construction	PW	PW	Sustainable Region	-	-	-	-	-	264,000	-	-	-	-	264,000
131	2018	Anzac Splash Park - Design Build	PW	PW	Healthy and Active Lifestyle	-	-	-	-	-	1,200,000	-	-	-	-	1,200,000
138	2018	Fraser & Manning Park Space - Design/Build	PW	PW	Responsible Government	-	-	-	-	-	1,500,000	-	-	-	-	1,500,000
129	2018	Trail Paving - Beacon Hill, Thickwood, Rattlepan Creek Crescent	PW	PW	Reliable Transportation System	-	-	-	-	-	1,350,000	1,350,000	1,350,000	-	-	4,050,000
155	2017	Purchase Fire Training Props	RES	RES	Balanced Regional Services	-	-	-	-	54,000	-	-	-	-	-	54,000
130	2018	Urban Arterial Boulevard Improvements & Beautification	PW	PW	Balanced Regional Services	-	-	-	-	-	10,000,000	10,000,000	-	-	-	20,000,000
143	2018	Real Martin Cemetery Complex - Design	PW	PW	Balanced Regional Services	-	-	-	-	-	200,000	-	-	-	-	200,000
152	2018	Timberlea Community Park Change Room Facility - Design	PW	PW	Healthy and Active Lifestyle	-	-	-	-	-	185,000	-	-	-	-	185,000
133	2018	Beaconhill Skate Park - Design Build	PW	PW	Balanced Regional Services	-	-	-	-	-	120,000	-	-	-	-	120,000
140	2018	Gregoire Lake Estates Trail to Provincial Park - Design Build	PW	PW	Balanced Regional Services	-	-	-	-	-	756,000	-	-	-	-	756,000
125	2018	Responders Park - Construction	PW	PW	Healthy and Active Lifestyle	-	-	-	-	-	2,350,000	3,150,000	-	-	-	5,500,000
153	2018	Trans Canada Trail Construction	PW	PW	Balanced Regional Services	-	-	-	-	-	500,000	-	-	-	-	500,000
139	2018	Grayling Terrace Splash Park Upgrades - Design Build	PW	PW	Healthy and Active Lifestyle	-	-	-	-	-	835,000	-	-	-	-	835,000

Regional Municipality of Wood Buffalo, 2017 Capital Budget Review  
2017 Proposed Capital Budget, Resources Unassigned (Unfunded)

Legend
Other than first year of a multi-year project
First year of a pre-approved multi-year project - Construction Phase
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Equipment Project

Ref #	Budget Approval Year	Project Name	Sponsor Dept	Delivery Dept	Strat Plan Category	2016 & Prior Approved	Total Costs to Date (Sept 2016)	Available (Sept 2016)	Public Art	2017 Request (Including Public Art)	2018 Request	2019 Request	2020 Request	2021 Request	Thereafter (2022+)	Total Budget All years
132	2018	Beaconhill Off-Leash Dog Park Upgrades - Design Build	PW	PW	Healthy and Active Lifestyle	-	-	-	-	-	480,000	-	-	-	-	480,000
136	2018	Dickinsfield Chess Club Park - Design Build	PW	PW	Healthy and Active Lifestyle	-	-	-	-	-	102,000	-	-	-	-	102,000
135	2018	Cricket Practice Pitch - Design Build	PW	PW	Healthy and Active Lifestyle	-	-	-	-	-	150,000	-	-	-	-	150,000
134	2018	Conklin Splash Park - Design Build	PW	PW	Balanced Regional Services	-	-	-	-	-	1,189,200	-	-	-	-	1,189,200
97	2018	Secondary Access Roads - PreDesign (Connection A)	ENG	ENG	Reliable Transportation System	-	-	-	-	-	440,000	-	-	-	-	440,000
71	2016	Regional Landfill Cell 5 - Design	ES	ENG	Balanced Regional Services	-	-	-	-	-	400,000	-	-	-	-	400,000
72	2016	Regional Landfill Cell 5 - Predesign	ES	ENG	Balanced Regional Services	-	-	-	-	-	400,000	-	-	-	-	400,000
TOTAL, RESOURCES UNASSIGNED (UNFUNDED)						1,417,500	1,080,523	336,977	153,575	51,423,995	292,882,233	299,665,614	199,944,956	17,760,588	-	863,094,886





<b>Subject:      Wood Buffalo Recovery Committee Recommendation - Secondary and Emergency Access Roads</b>
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**Wood Buffalo Recovery Committee Recommendation:**

THAT the 2016 Capital Budget be amended, as set out in Attachment 3, for the purpose of advancing the preliminary design of emergency egress and construction access roads for the communities of Abasand, Beacon Hill and Wood Buffalo; and

THAT the Municipality apply to the Government of Alberta for Disaster Recovery Program funding for this project.

**Summary:**

At the October 26, 2016 Wood Buffalo Recovery Committee Meeting, the Engineering Department presented a recommendation to the Committee with respect to Secondary and Emergency Access Roads. At that meeting, the Wood Buffalo Recovery Committee passed the following resolution:

“That it be recommended that Council approve a 2016 capital budget amendment to advance the preliminary design of emergency egress and construction access roads for the communities of Abasand, Beacon Hill and Wood Buffalo, as set out in Attachment 3 and apply for DRP funding for these projects.”

**Attachments:**

- I.      Wood Buffalo Recovery Committee Report - Secondary and Emergency Access Roads
- II.     October 26, 2016 Unapproved Wood Buffalo Recovery Committee Meeting Minutes





# WOOD BUFFALO RECOVERY COMMITTEE REPORT

Meeting Date: October 26, 2016

**Subject: Secondary and Emergency Access Roads****APPROVALS:**

Mazhar Hajhossein, Director  
Robert Billard, Executive Director  
Dale Bendfeld, Acting Chief Administrative Officer

**Recommendation(s):**

That it be recommended that Council approve a 2016 capital budget amendment to advance the preliminary design of emergency access roads for the communities of Abasand, Beacon Hill and Wood Buffalo, as set out in Attachment 3.

**Summary:**

On June 28, 2016, Council passed the following resolution regarding Service Access Roads:  
“Moved that Administration be directed to:

- (a) Explore the possibility of opening new service access roads for the communities of Abasand, Beacon Hill, Waterways and Wood Buffalo, including the necessary permits and approvals for such roads and;
- (b) Include all costs associated with opening the service access roads referenced in (a) above in its request to the Government of Alberta for funding to compensate for extraordinary costs arising from the wildfires.”

Administration studied the feasibility of providing secondary and emergency access roads for the communities that were directly impacted by the wildfire, particularly Abasand, Beacon Hill, Waterways and Wood Buffalo. Administration briefed Council on the study findings on August 16, 2016. Based on feedback from members of Council, this Council Report summarizes the main findings and challenges in the study, and recommends a phased approach to implement a roadway access plan in these neighborhoods.

**Background:**

Administration explored multiple access points that could serve as secondary and emergency roads for the impacted communities of Abasand, Beacon Hill, Waterways and Wood Buffalo. The proposed six (6) access roads (A to F), listed below and shown on Attachment 1, represent feasible connections between these neighborhoods and the roadway network in the urban area. Attachment 1 also shows alternative connections (G to I) that Administration explored but were found impractical to pursue.

#### Abasand and Beacon Hill Secondary Access Road

The study explored the feasibility to construct an eight (8.0) meter wide gravel road west of Abasand, extending south in between the Horse and Hangingstone Rivers along the utility corridor and connecting with the landfill site. A roadway segment from Beacon Hill will connect to this road starting south of the community, extending westward and crossing the Hangingstone River over a bailey bridge. In the future, there may be an option to connect this road with Highway 63 at Saprae Creek Trail intersection, see Attachment 1 - Abasand/Beacon Hill, Connection A.

#### Abasand Emergency Egress Road

This access point explores the feasibility to upgrade an existing three (3.0) meter paved trail to a five (5.0) meter wide road for vehicular egress from the top of Abasand at Abbottswood Drive down to Abasand Drive (just north of Grayling Terrace). There is also the potential to connect this road with Highway 63 southbound traffic only, see Attachment 1 - Abasand, Connection B.

#### Beacon Hill Secondary Access Road

This alignment includes a new eight (8.0) meter wide gravel road connecting the existing service road west of Highway 63 to the first intersection in the Beacon Hill community (Beacon Hill Drive at Beacon Hill Drive), see Attachment 1 - Beacon Hill, Connection C.

#### Beacon Hill Emergency Egress Road

This access point includes an emergency five (5.0) meter wide gravel egress route that would enable traffic to exit Beacon Hill along the east side of the community (Beacon Hill Drive), and to connect with Highway 63 southbound, see Attachment 1 – Beacon Hill, Connection D.

#### Wood Buffalo Emergency Egress Road

This egress road would provide a five (5.0) meter paved connection between Wood Buffalo and Thickwood by way of upgrading an existing three (3.0) meter wide paved trail between Woodward Lane and Wolverine Drive, see Attachment 1 - Wood Buffalo, Connection E

#### Waterways/Lower Townsite Emergency Access (Saline Creek Parkway)

This access route would include an eight (8.0) meter wide gravel road which would connect Waterways with Saline Creek Parkway. The alignment would start at the end of the existing Saline Creek Parkway by the Airport and it would run perpendicular to the Clearwater Valley slope on top of Saline Creek Plateau. It would descend the slope approximately 90 meters and connect with the existing Saline Creek Parkway at Waterways. The Parkway will provide an alternate route to Highway 63 between the Athabasca Bridge and Saprae Creek Trail; see Attachment 1 - Waterways, Connection F.

#### Potential challenges for Proposed Connections A to F:

The potential challenges associated with some of the roadway connections include river crossings, geotechnical challenges, environmental considerations, approval from Alberta Transportation to connect to Highway 63 and land ownership issues among others. The emergency access roads consist of short segments that could be completed in one construction season, pending on all necessary permit approvals. However, Abasand/Beacon Hill Access Road, Connection A, and Saline Creek Parkway, Connection F, would take longer to complete depending on found challenges and availability of funds.

### **Alternative connections (G to I):**

The study also considered other alternate connections such as:

- A looped connection from Abasand to incorporate the proposed Riverbend Point Subdivision, see Attachment 1 - Abasand/Beacon Hill, Alternative Connection G.
- An alternative to the Saline Creek Parkway Connection that would utilize the existing trail that follows the old Cliff Avenue Road, see Attachment 1 – Waterways, Alternative Connection H.
- Upgrading the existing trail south of Wood Buffalo between Real Martin Drive and Signal Road to provide emergency egress, see Attachment 1 - Wood Buffalo, Alternative Connection I.

These access points were found impractical to pursue based on costs, suitability, timing, functionality, and other potential challenges such as safety and environmental considerations. Therefore, they were not included in Attachment 2, estimated cost and schedule.

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

The costs and schedule of proposed feasible roadway connections (A to F), including estimated construction duration are presented in Attachment 2. The costs in Attachment 2 are preliminary and could vary significantly as the predesign and detailed design progresses. A full geotechnical study is needed to determine detailed estimated costs.

The Capital amendment for 2016 is presented in Attachment 3. This includes Predesign budget request for Connections (B to E) for a total of \$100,000. The design and construction budget will be presented as part of the 2017 capital budget approval process. The predesign, design and construction for Connections A and C are to be decided later.

One of the main principles of the Disaster Recovery Program (DRP) is to repair, rebuild, and restore public works and essential community services to their pre-disaster functional capabilities. Since the 2016 wildfire, the idea of providing alternate routes, secondary and emergency access roads became a consideration for the communities in the urban area. Administration would pursue a funding request under the DRP guidelines or any other available grant funding.

### **Rationale for Recommendation(s):**

The new roadway alignments will provide the communities with alternate and secondary routes during emergencies. Some of these alignments will also help in the demolition/rebuild of the communities, as they will separate the construction traffic from the residential traffic in certain areas, pending timely completion.

The project implementation strategy through a phased approach includes the following phases:

- Phase 1 – Predesign for B, C, D and E, in 2016
- Phase 2 – Design for connections B, D, E, and F, in 2017

- Phase 3 – Construction for connections B, D, E, in 2017, and F in 2018
- Phase 4 – Predesign for A, TBD
- Phase 5– Design for connections A & C, TBD
- Phase 6 – Construction for connections A & C, TBD

**Strategic Plan Linkages:**

Pillar 1 – Building Responsible Government

Pillar 2 – Building Balanced Regional Services

Pillar 3 – Building a Vibrant Economy Together

Pillar 4 – Building an Effective Land Strategy

Pillar 5 – Building a Reliable Transportation System

**Attachment(s):**

1. Secondary and Emergency Access Road (Connections A to I)
2. Estimated Costs and Schedule (Connections A to F)
3. Capital Budget Amendment for 2016 Predesign

**Unapproved Minutes of a Meeting of the Wood Buffalo Recovery Committee held in the Council Chamber at the Municipal Offices in Fort McMurray, Alberta, on Wednesday, October 26, 2016, commencing at 6:00 p.m.**

**Present:** J. Bancarz, Chair  
M. Farrington (via teleconference)  
S. Germain, Councillor  
M. Giles  
M. Hodson  
K. Jenkins  
A. Vinni, Councillor  
K. McGrath, Councillor

**Absent:** K. Fleury

**Administration:** D. Woodworth, Recovery Team Lead  
J. Brown, Supervisor, Legislative Services  
J. Wall, Legislative Coordinator

**Call To Order**

Chair, J. Bancarz called the meeting to order at 5:08 p.m. and sent regrets on behalf of K. Fleury.

**Adoption of Agenda**

Moved by M. Giles that the Agenda be adopted as presented.  
CARRIED UNANIMOUSLY

**Minutes of Previous Meetings**

**1. Minutes of Wood Buffalo Recovery Committee Meeting - October 19, 2016**

Moved by M. Hodson that the minutes of the Wood Buffalo Recovery Committee held on October 19, 2016 be approved as presented.

CARRIED UNANIMOUSLY

**Presentations**

**2. Wood Buffalo Community Wellness and Resiliency re: Psychosocial Recovery Progress and Priorities**  
(5:09 p.m. - 5:46 p.m.)

**Carole Bouchard, Director, Community Services, Regional Municipality of Wood Buffalo,** provided a presentation on the Wood Buffalo Community Wellness and Resiliency - Psychosocial Recovery Progress and Priorities. She was joined by **Rebecca Thompson, Alberta Heath Services**, who provided an overview of Connect, Access, Refer, Engage Wood Buffalo (CARE).

**3. Debris Removal Update**  
(5:47 p.m. – 5:58 p.m.)

**Erin O'Neill and Dennis Warr, Operations Branch, Recovery Task Force**, provided a verbal update on the debris removal to date.

**New and Unfinished Business**

**4. Secondary and Emergency Access Roads**  
(5:59 p.m. – 7:25 p.m.)

**Dawny. George, Director, Engineering, Mazhar Hajhossein, Manager, Transportation and Infrastructure Planning and Dennis Warr, Operations Branch, Recovery Task Force** provided a presentation on secondary and emergency access routes.

Councillor K. McGrath put the following motion forward for consideration: “That it be recommended that Council approve a 2016 capital budget amendment to advance the preliminary design of emergency access roads for the communities of Abasand, Beacon Hill and Wood Buffalo, as set out in Attachment 3.”

**J. Rogers, resident**, spoke in support of the proposed secondary and emergency access routes.

**Exit and Return**

Councillor K. McGrath exited the Chamber at 6:37 p.m. and returned at 6:38 p.m.

**Exit**

M. Farrington left the meeting at 6:45 p.m.

Moved by Councillor A. Vinni that the motion be amended by striking “emergency” and inserting “construction” in its place.

Debate occurred on the proposed amendment and Councillor A. Vinni withdrew his amendment, with consent of the Committee.

Moved by Councillor A. Vinni that the motion be amended by inserting “egress” after the word “emergency” and inserting the words “and construction” before the word “access” and add “and apply for DRP funding for these projects”

CARRIED UNANIMOUSLY

Voting then occurred on the main motion, as amended:

Moved by Councillor K. McGrath that it be recommended that Council approve a 2016 capital budget amendment to advance the preliminary design of emergency egress and construction access roads for the communities of Abasand, Beacon Hill and Wood Buffalo, as set out in Attachment 3 and apply for DRP funding for these projects.

CARRIED UNANIMOUSLY

**5. Meeting Schedule**  
(7:26 p.m. – 7:28 p.m.)

Moved by M. Giles that for the remainder of 2016 Wood Buffalo Recovery Committee Meetings be held on November 9, November 23 and December 7 at 6:00 p.m. in the Jubilee Centre Council Chamber.

CARRIED UNANIMOUSLY

**6. Sub-Committee Reports**  
(7:29 p.m. – 7:34 p.m.)

**M. Giles, Chair of the Mitigation and Economy Sub-Committees**, provided an update on the initiatives of both sub-committees to date.

**K. Jenkins, Chair of the Rebuild Sub Committee**, provided an update on the initiatives of the sub-committee to date.

**7. Wildfire Recovery Team Update**

There was no Wildfire Recovery Team Update

**Adjournment**

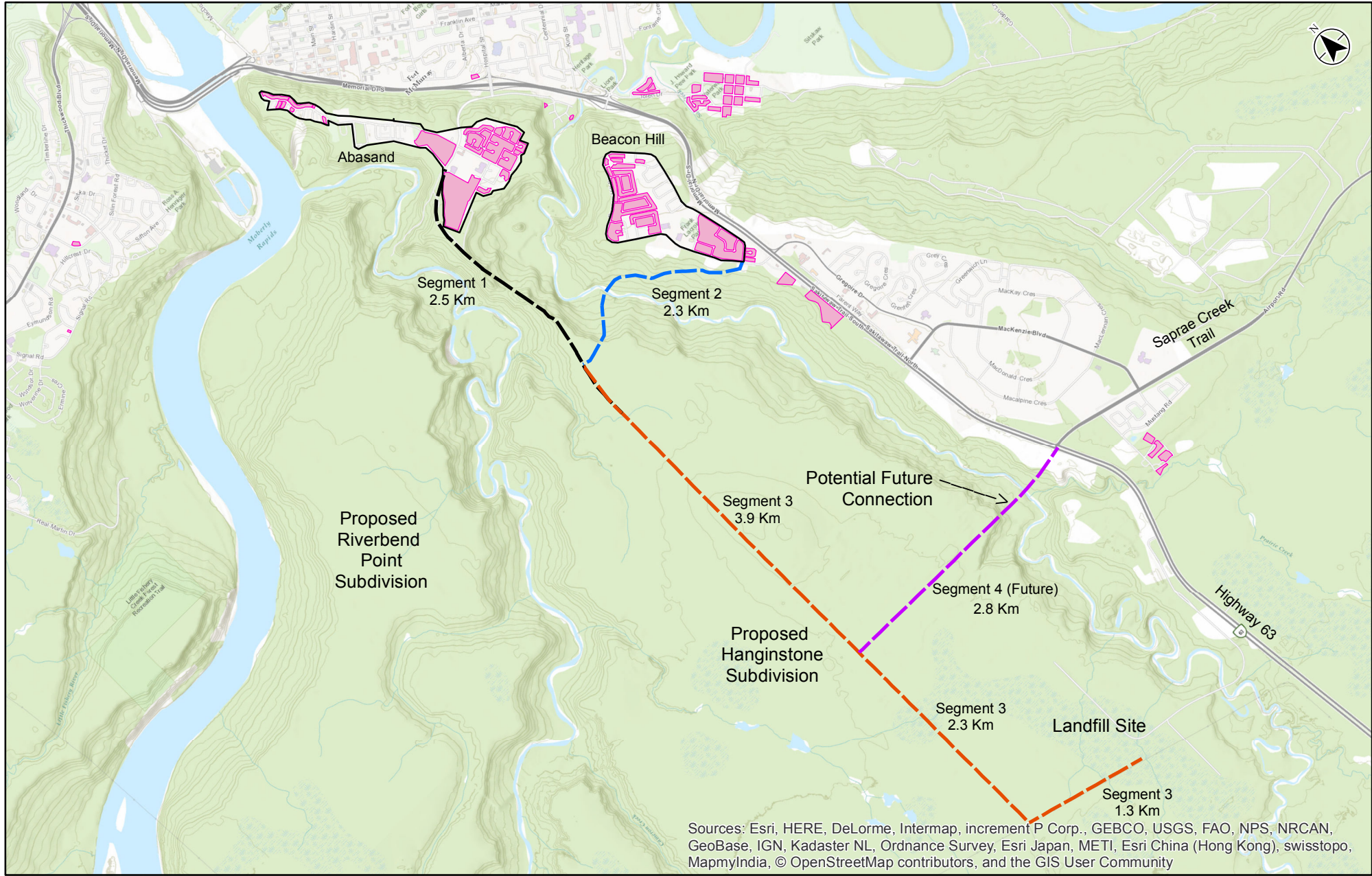
As all scheduled business matters had been concluded, Chair J. Bancarz declared the meeting adjourned at 7:35 p.m.

\_\_\_\_\_  
Chair

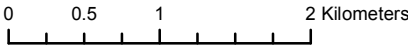
\_\_\_\_\_  
Chief Legislative Officer







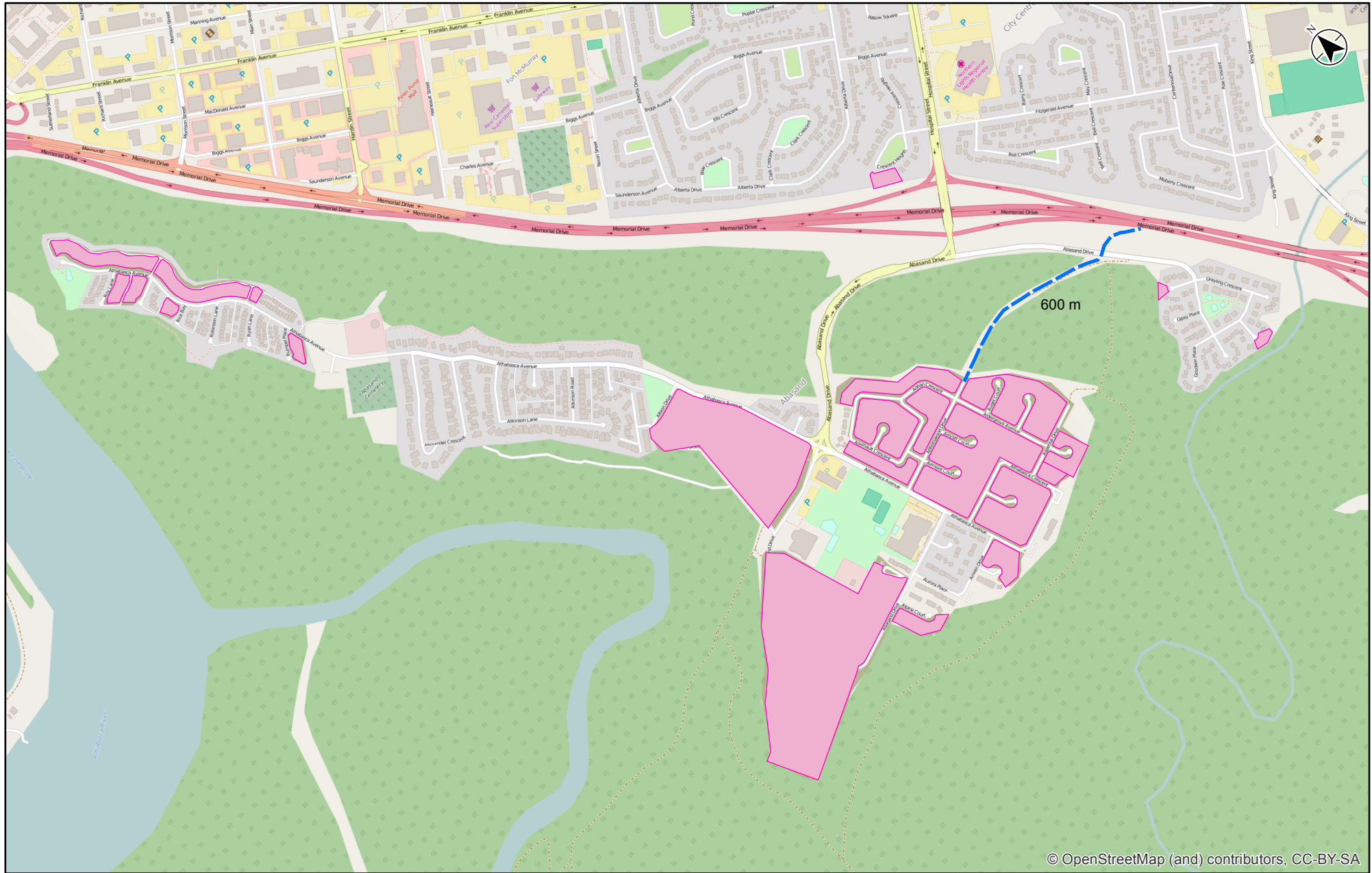
# Secondary and Emergency Access Roads Feasible Connection



1. Coordinate System: NAD 1983 3TM 111  
2. Sanitary System: RMWB, 2016

Project Number	116239446-050 REVA
Client/Project	Regional Municipality of Wood Buffalo
Figure No.	
Title	Abasand & Beacon Hill Connection A





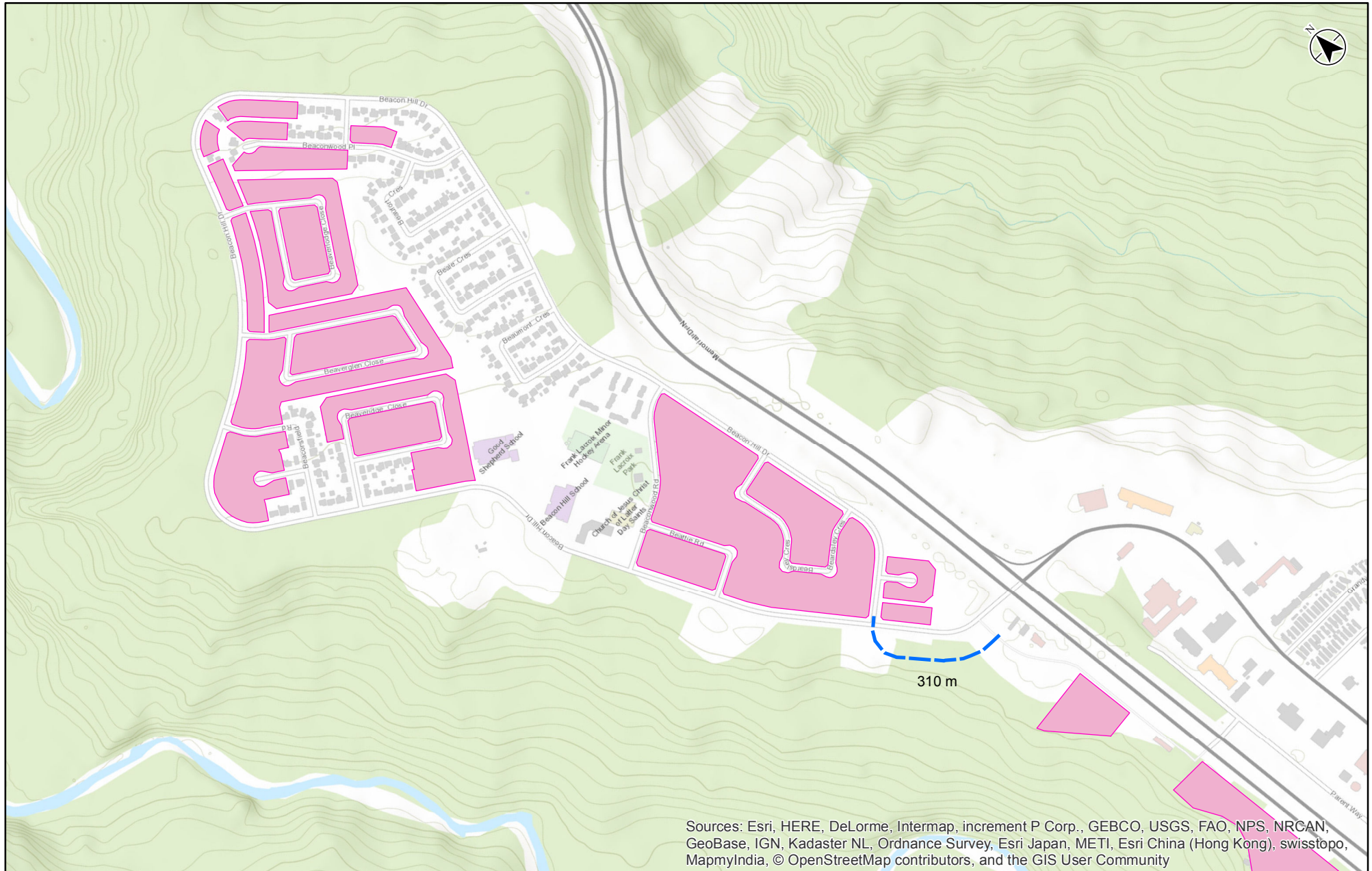
## Secondary and Emergency Access Roads Feasible Connection

0 0.125 0.25 0.5 Kilometers

1. Coordinate System: NAD 1983 3TM 111  
2. Sanitary System: RMWB, 2016

Project Number 116239446-05a REVA  
Prepared by JA on 2016-07-15  
Updated by JA on 2016-07-28  
Client/Project Regional Municipality of Wood Buffalo

Figure No.  
Title  
**Abasand Connection B**



0 0.1 0.2 0.4 Kilometers

Project Number 116239446-05a REV A  
Prepared by JA on 2016-07-13  
Updated by JA on 2016-07-25

Client/Project  
Regional Municipality of Wood Buffalo

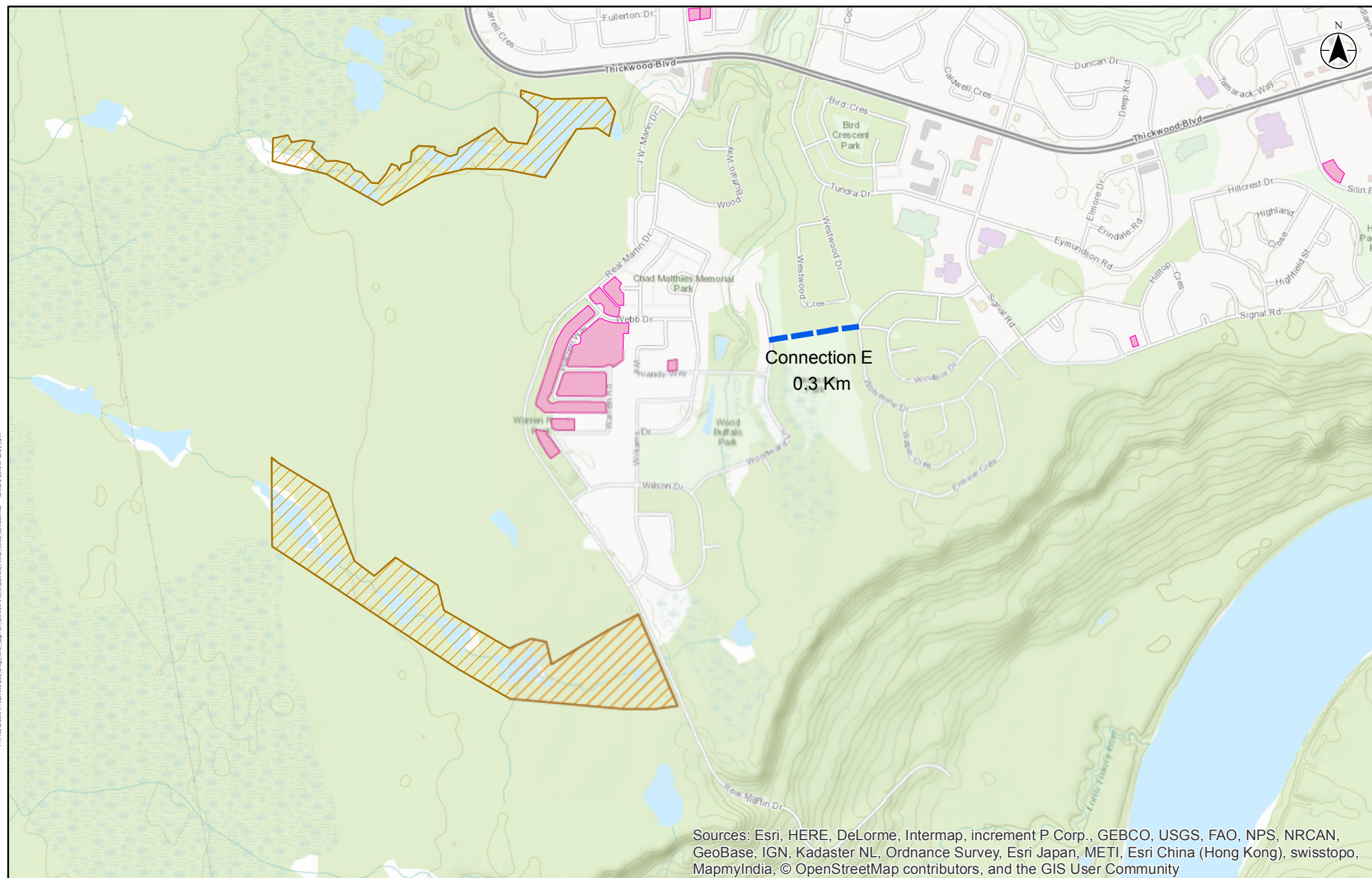
Figure No.

Title  
**Beacon Hill  
Connection C**









0 0.175 0.35 0.7 Kilometers

1. Coordinate System: NAD 1983 3TM 111
2. Sanitary System: RMWB, 2016

Project Number XXXXXXXX-XXXX REVA  
 Prepared by LG on 2016-05-17  
 Updated by LG on 2016-07-28

Client/Project  
Regional Municipality of Wood Buffalo

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

Title  
**Wood Buffalo  
Connection E**





0 0.45 0.9 1.8 Kilometers

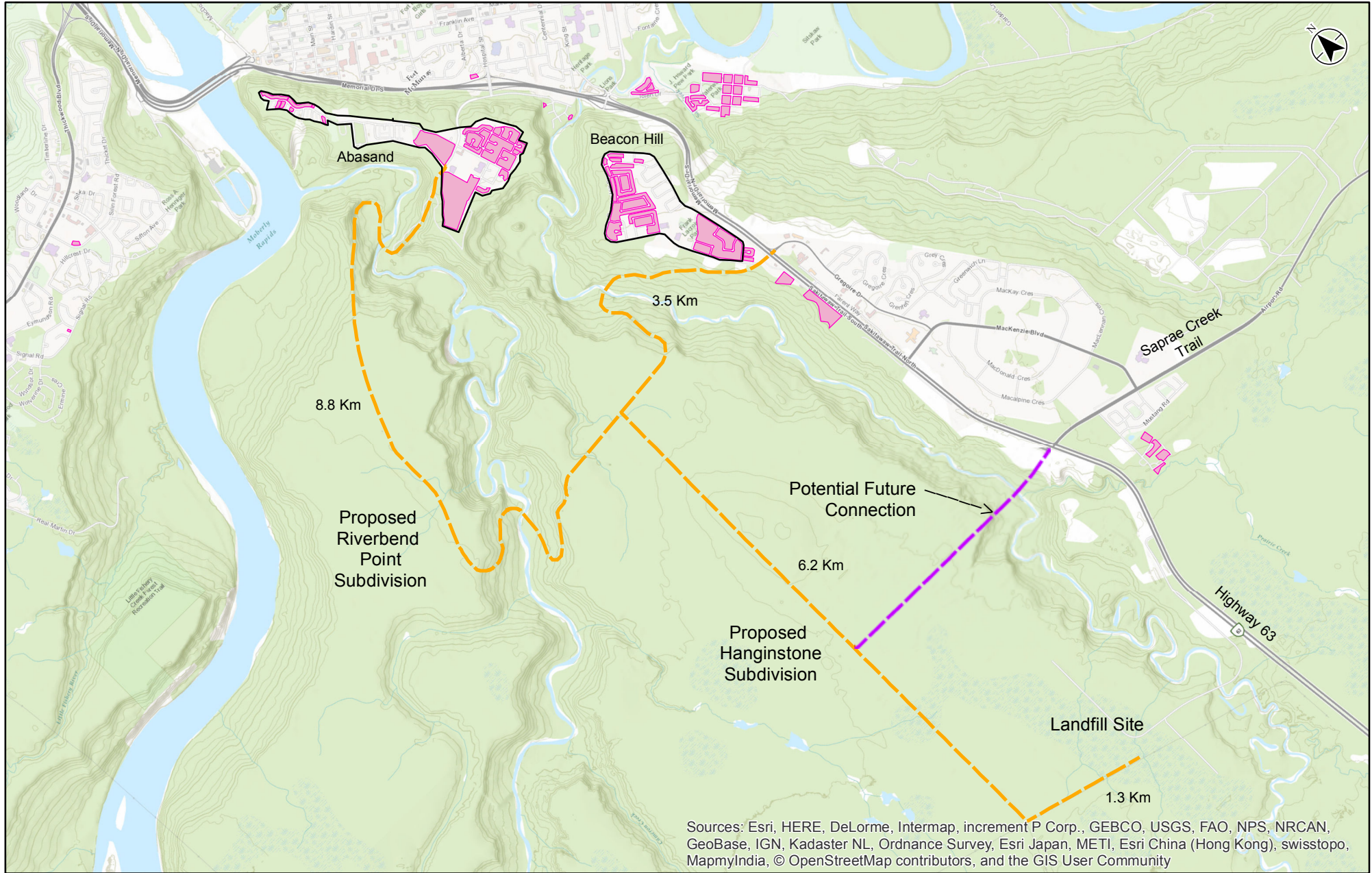
1. Coordinate System: NAD 1983 3TM 111  
2. Sanitary System: RMWB, 2016

Project Number 116239446-05a REV A  
Prepared by JA on 2016-07-13  
Updated by JA on 2016-07-28

Client/Project  
Regional Municipality of Wood Buffalo

Figure No.

Title  
**Waterways Connection F**



## Secondary and Emergency Access Roads Alternative Connection

0 0.5 1 2 Kilometers

1. Coordinate System: NAD 1983 3TM 111  
2. Sanitary System: RMWB, 2016

Project Number 116239446-050 REVA  
Prepared by JA on 2016-07-15  
Updated by JA on 2016-07-28

Client/Project Regional Municipality of Wood Buffalo

Figure No.

Title  
**Abasand & Beacon Hill  
Alternative Connection G**





0 0.45 0.9 1.8 Kilometers

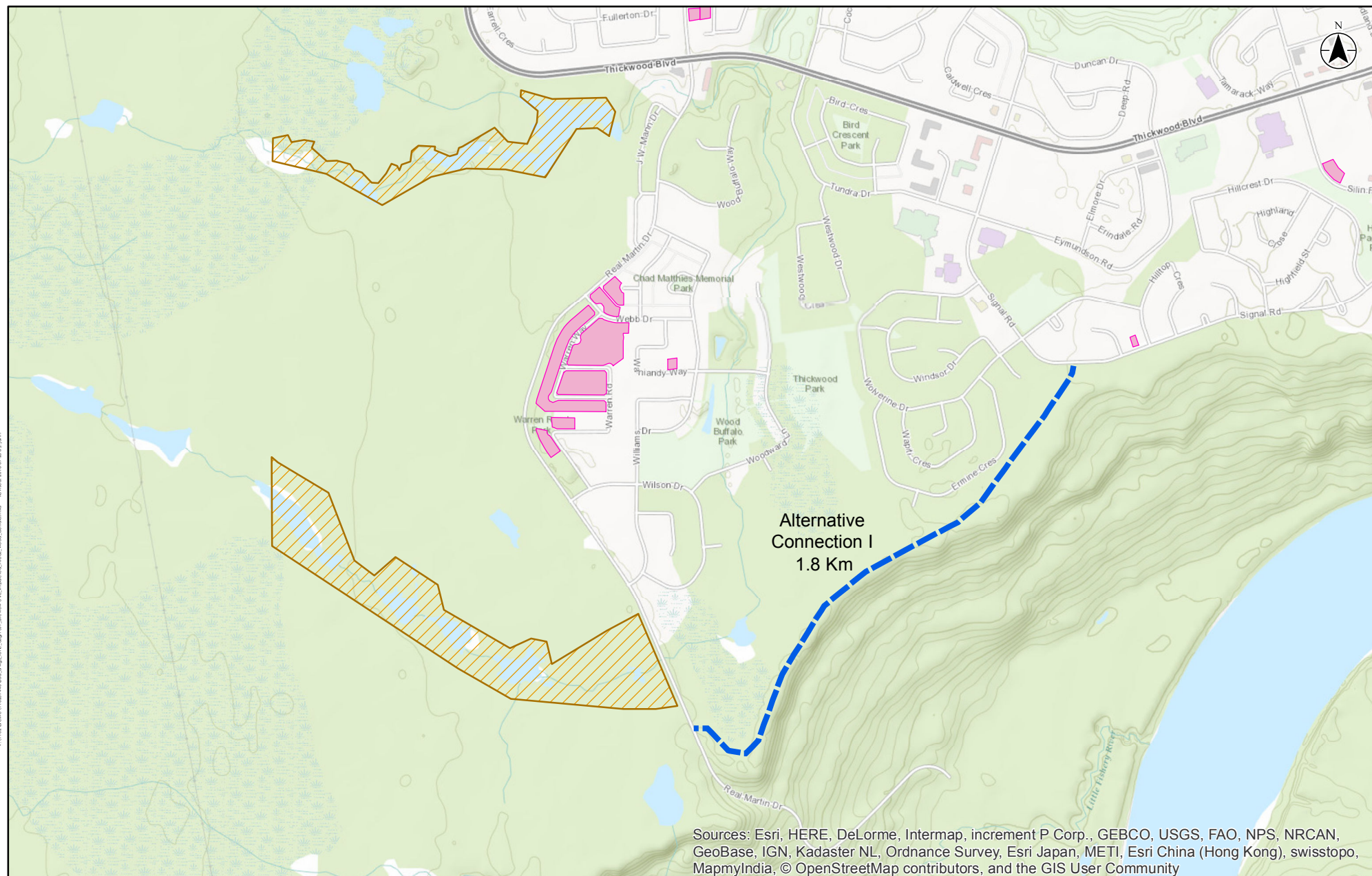
1. Coordinate System: NAD 1983 3TM 111  
2. Sanitary System: RMWB, 2016

Project Number 116239446-050- REV A  
Prepared by JA on 2016-07-15  
Updated by JA on 2016-07-15

Client/Project  
Regional Municipality of Wood Buffalo

Figure No.

Title  
**Waterways Alternative  
Connection H**



0 0.175 0.35 0.7 Kilometers

1. Coordinate System: NAD 1983 3TM 111  
2. Sanitary System: RMWB, 2016

Project Number XXXXXXXX-XXXX REVA  
 Prepared by LG on 2016-05-17  
 Updated by LG on 2016-07-28

Client/Project  
Regional Municipality of Wood Buffalo

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

# Wood Buffalo Alternative Connection I






## Secondary and Emergency Access Roads - Project Estimated Cost &amp; Schedule (Connection A - F)

Community	Connection	Name	Estimated Cost				Project Priority	Project Estimated			
			Predesign	Design	Construction	Total		Predesign Estimated Schedule	Design Estimated Schedule	Construction Estimated Schedule	Construction Seasons
Abasand & Beacon Hill	A	Abasand and Beacon Hill Secondary Access Road	\$440,000	\$2,820,000	\$30,000,000	\$33,260,000	2	TBD	TBD	TBD	2+
Abasand	B	Abasand Emergency Egress Road	\$25,000	\$50,000	\$1,000,000	\$1,075,000	1	Nov 2016 - March 2017	April 2017 - June 2017	Aug 2017 - June 2018	1+
Beacon Hill	C	Beacon Hill Secondary Access Road	\$25,000	\$50,000	\$500,000	\$575,000	2	Nov 2016 - March 2017	TBD	TBD	2+
Beacon Hill	D	Beacon Hill Emergency Egress Road	\$25,000	\$50,000	\$500,000	\$575,000	1	Nov 2016 - March 2017	April 2017 - June 2017	Aug 2017 - June 2018	1+
Wood Buffalo	E	Wood Buffalo Emergency Egress Road	\$25,000	\$30,000	\$250,000	\$305,000	1	Nov 2016 - March 2017	April 2017 - June 2017	Aug 2017 - June 2018	1+
<b>Subtotal</b>			<b>\$540,000</b>	<b>\$3,000,000</b>	<b>\$32,250,000</b>	<b>\$35,790,000</b>					
Waterways	F	Waterways Emergency/Secondary Access Road (Saline Creek Parkway Gravel Road)	Completed	\$3,000,000	\$110,000,000	\$113,000,000	1	Completed	Jan 2017 - Dec 2017	May 2018 - Dec 2020	2+
<b>Subtotal</b>			<b>0</b>	<b>\$3,000,000</b>	<b>\$110,000,000</b>	<b>\$113,000,000</b>					
<b>Total</b>			<b>\$540,000</b>	<b>\$6,000,000</b>	<b>\$142,250,000</b>	<b>\$148,790,000</b>					



	REGIONAL MUNICIPALITY OF <b>WOOD BUFFALO</b>	<b>CAPITAL BUDGET AMENDMENT</b> <b>Council</b>				
<b>CURRENT PROJECT NAME:</b> Secondary and Emergency Access Roads - PreDesign <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>This project is for PreDesign of Emergency Access Roads only for Abasand, Beacon Hill and Woodbuffalo neighbourhoods. As a result of the May 2016 wildfire event, the need for this project became a priority for the reference communities. This project will provide safer transportation access in the event of emergencies and it would provide a secondary access point in addition to the existing main road in each neighbourhood.</p> <p>PreDesign for Waterways emergency access is being completed as part of the Saline Creek Parkway Project. Further PreDesign is expected for Option A (secondary access for Abasand and Beacon Hill towards landfill site for approximately \$440,000) in future years.</p>						
<b>AMENDED PROJECT BUDGET</b>						
Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2015 & prior	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2016	100,000	-	-	100,000	-	-
2017	-	-	-	-	-	-
2018	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>TOTAL</b>	\$ 100,000	\$ -	\$ -	\$ 100,000	\$ -	\$ -
<b>Budget Change</b>						
<b>TOTAL</b>	\$ 100,000	\$ -	\$ -	\$ 100,000	\$ -	\$ -
<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?						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>PROJECT ACCOUNTABILITY</b>						
PROJECT MANAGER ASSIGNED	Mazhar Hajhossein			Date:		
DELIVERY DEPARTMENT DIRECTOR	Dawny George			Date:		
SPONSOR DEPARTMENT DIRECTOR	Dawny George			Date:		
CPSC CHAIR	Robert Billard			Date:		
CHIEF FINANCIAL OFFICER	Elsie Hutton			Date:		





<p><b>Subject: Oversight Committee Recommendation - Regional Recreation Corporation – Amendment to the Corporate Bylaw</b></p>
--

**Oversight Committee Recommendation:**

THAT the Directors of the Regional Recreation Corporation of Wood Buffalo be requested to amend the RRC corporate bylaw by deleting Article 3(b) and substituting therefore the following:

“operating the recreational and cultural facilities existing as of November 1, 2016 at:

- (i) MacDonald Island Park;
- (ii) Anzac Recreation Centre (indoor operations only); and
- (iii) Fort Chipewyan Aquatics Centre (aquatics programming only)

and operating such additional recreational and cultural facilities, whether existing as of November 1, 2016 or constructed after November 1, 2016, as the Council may from time to time request the Corporation to operate”; and

THAT the RRC be advised that a certified true copy of the above resolution, issued from the office of the Chief Legislative Officer of the Regional Municipality of Wood Buffalo, shall constitute sufficient compliance with the provisions of clause 24(b) and section 44 of the Regional Recreation Corporation’s corporate bylaw.

**Summary and Background:**

At the October 27, 2016 Oversight Committee Meeting, a report was presented respective to the Regional Recreation Corporation – Amendment to the Corporate Bylaw. At that meeting, the Oversight Committee passed the following resolution:

“THAT the following be recommended for Council approval:

THAT the Directors of the Regional Recreation Corporation of Wood Buffalo be requested to amend the RRC corporate bylaw by deleting Article 3(b) and substituting therefor the following:

“operating the recreational and cultural facilities existing as of November 1, 2016 at:

- (i) MacDonald Island Park;
- (ii) Anzac Recreation Centre (indoor operations only); and
- (iii) Fort Chipewyan Aquatics Centre (aquatics programming only)



and operating such additional recreational and cultural facilities, whether existing as of November 1, 2016 or constructed after November 1, 2016, as the Council may from time to time request the Corporation to operate”; and

THAT the RRC be advised that a certified true copy of the above resolution, issued from the office of the Chief Legislative Officer of the Regional Municipality of Wood Buffalo, shall constitute sufficient compliance with the provisions of clause 24(b) and section 44 of the Regional Recreation Corporation’s corporate bylaw.”

**Attachments:**

- I. Oversight Committee Report – Regional Recreation Corporation – Amendment to the Corporate Bylaw
- II. October 27, 2016 Unapproved Oversight Committee Minutes



## OVERSIGHT COMMITTEE REPORT

Meeting Date: October 27, 2016

### **Subject: Regional Recreation Corporation – Amendment to the Corporate Bylaw**

#### **APPROVALS:**

Carole Bouchard, Director  
Dale Bendfeld, Executive Director  
Kevin Scoble, Deputy Chief Administrative Officer

#### **Administrative Recommendations:**

THAT the following be recommended for Council approval:

THAT the Directors of the Regional Recreation Corporation of Wood Buffalo be requested to amend the RRC corporate bylaw by deleting Article 3(b) and substituting therefor the following:

“operating the recreational and cultural facilities existing as of November 1, 2016 at:

- (i) MacDonald Island Park;
- (ii) Anzac Recreation Centre (indoor operations only); and
- (iii) Fort Chipewyan Aquatics Centre (aquatics programming only)

and operating such additional recreational and cultural facilities, whether existing as of November 1, 2016 or constructed after November 1, 2016, as the Council may from time to time request the Corporation to operate”; and

THAT the RRC be advised that a certified true copy of the above resolution, issued from the office of the Chief Legislative Officer of the Regional Municipality of Wood Buffalo, shall constitute sufficient compliance with the provisions of clause 24(b) and section 44 of the Regional Recreation Corporation’s corporate bylaw.

#### **Summary:**

On October 3, 2016, the RRC Board of Directors resolved to request direction from the Regional Municipality that the RRC Corporate Bylaw be amended as proposed in Attachment 1. Administration has not yet had the time to evaluate fully the range of proposed changes to the RRC Corporate Bylaw, and is therefore not yet in a position to make a recommendation to the Oversight Committee on these changes.

Administration does however recommend making one important amendment at this time to Article 3(b) of the RRC Corporate Bylaw, in order to more clearly define the mandate of the RRC. In anticipation of this corporate bylaw amendment, the RRC and the Regional Municipality are currently working toward completing an operating agreement by November 30, 2016.

**Background:**

On April 28, 2016, Administration recommended to the Oversight Committee that an independent third party be engaged to review the business case for the relationship between the Municipality and the RRC, including, but not limited to, the RRC's governance structure, role, responsibilities, mandate and finances. After considering the matter, the Oversight Committee passed the following resolution:

“That Administration be directed to bring forward to the Oversight Committee a recommendation for amendments to the Articles and Corporate Bylaw of the Regional Recreation Corporation (RRC) of Wood Buffalo to provide clarity on the mandate and purpose of the RRC as it pertains to existing and future recreational and cultural facilities throughout the Municipality.”

This resolution was not transmitted to Council as would ordinarily have occurred in May 2016, due to the wildfire and the resultant disruption of the usual flow of municipal business. However, Administration and the RRC did pursue discussions on this matter later in the summer, as construction of the new indoor aquatic facility in Fort Chipewyan was nearing completion. It therefore became time-critical to achieve clarity on the mandate of the RRC, both existing and going forward.

The RRC currently operates:

- (a) MacDonald Island Park -- including the Suncor Community Leisure Centre, Miskanaw Golf Course and Shell Place – both indoor and outdoor, both programming and maintenance/non-capital repair of physical facilities;
- (b) Anzac Recreation Centre -- indoor only, both programming and maintenance/non-capital repair of physical facilities);

in addition, after discussions with Community Services over the past several weeks RRC has also agreed to be responsible for aquatic programming only at Fort Chipewyan Aquatics Centre, with the Municipality to be responsible for all aspects of maintenance and repair of the physical facility.

It is therefore recommended that the RRC Board of Directors be requested to amend the RRC corporate bylaw as set out in the recommendations at the beginning of this Report, so that the stated mandate of the RRC reflects precisely the agreed upon *status quo* but also makes clear that the RRC could be asked by Council to take on additional operational responsibilities in the future, whether for newly constructed facilities or for existing facilities that are now operated by other parties. Administration's intention is that, as newly constructed recreational and cultural facilities come on stream, and as agreements expire with other parties for operation of existing facilities, the Municipality will initiate community engagements and operational and financial analyses to determine whether the RRC or some other operator is the best fit for those facilities. These analyses and the feedback from community engagements will support an Administrative recommendation to the Oversight Committee in each such case, as to whether the RRC should take over as the new operator.

More recently, on October 4, 2016, the Directors of the RRC passed a resolution supporting a whole suite of other amendments to the RRC corporate bylaw, unrelated to the RRC mandate. Their idea was that if the corporate bylaw was to be amended in any event, Council could approve these other requested amendments [found at Attachment 1 to this Report] at the same time. However, Administration [in particular the Municipality's Legal Department] has not yet had the time to analyze fully the impact and ramifications of all of these amendments, from a corporate law and governance perspective. Some of the proposed amendments are housekeeping in nature, but others are substantive and should receive careful scrutiny from the Regional Municipality as the sole member of the RRC. Administration will come back with a recommendation on Attachment 1 supported by analysis, at the next meeting of the Oversight Committee.

Finally, Administration and the RRC are currently negotiating the terms for a joint-operations model for the Fort Chipewyan Aquatics Centre, maximizing efficiencies within the Municipal operations and the aquatics expertise within the RRC. While this will reduce the total required operating grant to the RRC for this facility, Fort Chipewyan Hamlet Operations in the Public Works Department will require three new staff (FTEs) in the Aquatics Centre.

### **Rationale for Recommendations:**

In alignment with the Regional Indoor Recreation and Community Facilities Master Plan, development of a standardized partnership framework through which all partnership opportunities are vetted and potential partners are sourced and selected is an important component of developing and managing operating partnerships. The proposed amendment to the RRC corporate bylaw is consistent with this key aspect of the Master Plan. It also allows the RRC and the Regional Municipality to finalize an Operating Agreement to reflect the *status quo* with respect to which party does what in respect of operations and maintenance.

### **Strategic Plan Linkages:**

Pillar 1 – Building Responsible Government  
Pillar 2 – Building Balanced Regional Services  
Pillar 7 – Building for a Healthy and Active Lifestyle

### **Attachment:**

1. RRC Proposed Amendments to Corporate Bylaw

A BYLAW RELATING GENERALLY TO THE CONDUCT OF THE AFFAIRS OF  
REGIONAL RECREATION CORPORATION OF WOOD BUFFALO  
(the "Corporation")

---

**BE IT ENACTED** as a Bylaw of the Corporation as follows:

**1. Definition**

In this Bylaw and all other Bylaws of the Corporation, unless the context otherwise requires:

- (a) **"Act"** means the *Canada Not-for-profit Corporations Act* S.C. 2009, c.23 including the Regulations made pursuant to the Act, and any statute or regulations that may be substituted, as amended from time to time;
- (b) **"Articles"** means the original or restated articles of incorporation or articles of amendment, amalgamation, continuance, reorganization, arrangement or revival of the Corporation;
- (c) **"Board"** means the Board of Directors of the Corporation;
- (d) **"Board Resolution"** means any vote taken or resolution passed in the normal conduct of a meeting of the Board;
- (e) **"Bylaw"** means this Bylaw and any other bylaw of the Corporation as amended and which are, from time to time, in force and effect;
- (f) **"Director"** means a member of the Board of Directors;
- (g) **"Member Meeting"** means any meeting of the council of the RMWB that is designated by the council of the RMWB as a meeting of the members of the Corporation, including, without limitation, a regularly scheduled, special, annual or organizational meeting, provided that such meeting shall only constitute a Member Meeting if the chair of the Board has received notice, in accordance with Section 30 ("Method of Giving Any Notice") of this Bylaw, not less than twenty one (21) calendar days in advance of such meeting;
- (h) **"Member"** means the RMWB;
- (i) **"Member Resolution"** means a resolution passed by the RMWB in its capacity as the sole Member of the Corporation;

[deleted: "Purpose"]



- (j) **“Regulations”** means the regulations made under the Act, as amended, restated or in effect from time to time;
- (k) **“RMWB”** means the sole member of the Corporation, the Regional Municipality of Wood Buffalo;
- (l) **“Rural Service Area”** means the geographic area in the Regional Municipality of Wood Buffalo that is not the Urban Service Area;  
[deleted: "Special Resolution"]
- (m) **“Unsecured Debt”** means any borrowing by the Corporation in which the Corporation has granted no security, pledge, mortgage, charge or any interest whatsoever in the assets of the Corporation, in order to secure the repayment of the Corporation's debt; and
- (n) **“Urban Service Area”** means the geographic area in the Regional Municipality of Wood Buffalo that is set out as such in Orders in Council from time to time.

## 2. Interpretation

- (a) In the interpretation of this Bylaw, words in the singular include the plural and vice-versa, words in one gender include all genders, and “person” includes an individual, body corporate, partnership, trust and unincorporated organization.
- (b) Other than as specified in the foregoing Section 1, words and expressions defined in the Act have the same meanings when used in this Bylaw.

## 3. Corporation's Mandate

The purposes and mandate of the Corporation are to:

- (a) advance, promote and encourage recreational, cultural and social activities and events for the benefit of residents of the RMWB;
- (b) operate existing and future facilities to serve the cultural, recreational and social needs of the residents of the RMWB.

[requires amendment (see attachment 2)]

The Corporation shall not amend, alter or fail to follow the foregoing mandate, without the prior approval of the RMWB, which approval may be withheld in the sole and absolute discretion of the RMWB.

#### 4. Corporate Seal

The Corporation may have a corporate seal in the form approved from time to time by the Board.

#### 5. Execution of Documents

Deeds, transfers, assignments, contracts, obligations and other instruments in writing requiring execution by the Corporation may be signed by any two (2) of its officers or Directors, or by any person or persons designated from time to time by Board Resolution as an authorized signatory. In addition, the Board may from time to time direct the manner in which a particular document or type of document shall be executed. Any person authorized to sign any documents may affix the corporate seal (if any) to the document. Any authorized signatory may certify a copy of any instrument, resolution, bylaw or other document of the Corporation to be a true copy thereof.

#### 6. Financial Year

The financial year end of the corporation shall be the same as that of the RMWB.

#### 7. Banking Arrangements and Corporation's Cash Assets

- (a) The banking business of the Corporation shall be transacted at such bank, trust company or other firm or corporation carrying on a banking business in Canada or elsewhere as the Board may designate, appoint or authorize from time to time by Board Resolution. The banking business or any part of it shall be transacted by an officer or officers of the Corporation and any other persons that the Board may by Board Resolution from time to time designate, direct or authorize.
- (b) All monies received on account of the Corporation's operations from time to time shall be immediately paid into the Corporation's bank, and all disbursements in respect of the Corporation's expenditures shall be paid by cheque on such bank. Notwithstanding the foregoing, alternate methods of paying for said disbursements, such as preauthorized debit, may be used in the discretion of the person or persons authorized by Board Resolution or this Bylaw to transact the banking business of the Corporation.
- (c) In the usual and regular course of business but subject to the approvals required by Section 8 hereof,
  - (i) any one of the Directors; along with either

- (ii) the President and CEO (as described in subparagraph 28(c) of this Bylaw), or other officer that may be appointed from time to time; or
- (iii) any other person or persons authorized from time to time by Board Resolution

are authorized to pledge the credit of the Corporation and are also authorized to make, sign, draw, accept, negotiate, endorse, execute and deliver all or any cheques, promissory notes, drafts, acceptances, bill of exchange, orders for the payment of money, and other instruments in the name of the Corporation;

- (d) Except as otherwise set forth herein, no Director, or officer shall, without the authorization contained within a Directors' resolution or the minutes of a Directors' meeting, sign, draw, accept, endorse, execute, and deliver all or any cheques, promissory notes, drafts, acceptances, bills of exchange, orders for the payment of money, or other instruments, whether negotiable or not, in the name of the Corporation or in any matter pledge the credit of the Corporation except in the usual and regular course of business.

## 8. Borrowing Powers

- (a) If authorized by both a Board Resolution and a Member Resolution, the Directors of the Corporation may from time to time:
  - (i) borrow money on the credit of the Corporation, unless the borrowing is not Unsecured Debt, and if the borrowing is Unsecured Debt, such borrowing shall be sufficiently authorized if authorized by Board Resolution alone;
  - (ii) issue, reissue, sell, pledge or hypothecate debt obligations of the Corporation; and
  - (iii) mortgage, hypothecate, pledge, or otherwise create a security interest in all or any property of the Corporation, owned or subsequently acquired, to secure any debt obligation of the Corporation.
- (b) Any such Board Resolution may provide for the delegation of such powers by the Directors to such officers or Directors of the Corporation to such extent and in such manner as may be set out in such Board Resolution.

[deleted 8.c.]

## 9. Financial Statements

- (a) The Corporation shall keep the financial statements and will provide them to the RMWB, as directed by the RMWB from time to time.
- (b) Notwithstanding the foregoing, the Corporation shall submit to the RMWB, to be approved of by the RMWB:
  - (i ) an annual report along with audited financial statements within 90 days of the end of each fiscal period; and
  - (i i all fi nanci aplans and busi ness plans wi thi n90 days of being implemented.
- (c) The RMWB shall at all times, have the right to inspect and/or audit the financial records of the Corporation.

#### 10. Annual Financial Statements

The Corporation shall send to the RMWB, within 90 days of the end of fiscal year, a copy of the annual financial statements and other documents referred to in subsection 172(1) (Annual Financial Statements) of the Act or a copy of a publication of the Corporation reproducing the information contained in the documents.

#### 11. Membership

- (a) Subject to the articles, there shall be one class of members in the Corporation, and the RMWB shall be the sole Member.

[deleted 11. (b), (c), 12, 13, 14 and 15]

#### 12. Appointment of Auditor

The auditor of the Corporation shall be appointed by the Board at the annual Member Meeting, and shall be the same auditor as that of the RMWB.

#### 13. Member Meetings

A meeting of the RMWB council shall, if so designated by the RMWB, constitute a Member Meeting for the purposes of this Bylaw and the Act, provided that such meeting shall only constitute a Member Meeting if the chair of the Board has received notice not less than twenty one (21) calendar days in advance of such meeting. For clarity, any Director is entitled to be in attendance, to make representations to the Member, and to answer questions at a Member Meeting.

[deleted 18, 19, 20, 21, 22, and 23]



#### 14. Number of Directors and Constitution of Board

- (a) The Board shall consist of between one (1) and eleven (11) Directors, none of which are employees of the Corporation or its affiliates.
- (b) The RMWB shall appoint all Directors by Member Resolution appointing such Directors from time to time and for such term as the RMWB sees fit.

(c) One or two RMWB councillors may be appointed as Directors.  
[deleted 14. (c) and (d); (d) below is new]

- (d) All Directors must be residents of the RMWB. If a Director is a resident at the time of his or her appointment but later ceases to be a resident, that Director may either resign as a Director forthwith or continue to serve as a Director to the expiry of his or her term of appointment, but shall not in any event be eligible for reappointment after the end of that term.

[deleted 25]

#### 15. Director Voting / Quorum

Except as otherwise required by law or by this Bylaw, questions arising at any meeting of the Directors shall be decided by a majority of votes. Each Director shall have and exercise one vote only. A quorum of Directors shall be a majority of the Directors.

#### 16. Indemnification of Directors and Officers

- (a) Except in respect of an action by or on behalf of the Corporation or body corporate to procure a judgement in its favor, the Corporation shall indemnify a Director or officer of the Corporation, a former Director or officer of the Corporation or a person who acts or acted at the Corporation's request as a Director or officer of a body corporate of which the Corporation is or was a member, shareholder or creditor, and his or her heirs and legal representatives, against all costs, charges and expenses, including any amount paid to settle an action or satisfy a judgment, reasonably incurred by him or her in respect of any civil, criminal or administrative action or proceeding to which he or she is made a party by reason of being or having been a Director or Officer of that Corporation or body corporate, if:
  - (i) he or she acted honestly and in good faith with a view to the best interests of the Corporation; and
  - (ii) in the case of a criminal or administrative action or proceeding that is enforced by a monetary penalty, he or she had reasonable grounds for believing that his or her conduct was lawful.

- (b) The Corporation may, with the approval of the Court, indemnify a person referred to in subparagraph 16(a) in respect of an action by or on behalf of the Corporation or body corporate to procure a judgement in its favour, to which he or she is made a party by reason of being or having been a Director or an officer of the Corporation or body corporate, against all costs, charges, and expenses reasonably incurred by him or her in connection with the action if he or she fulfills the conditions set out in subparagraphs 16(a)(i) and (ii).

#### **17. Right of Indemnity not Exclusive**

The provisions for indemnification contained in this Bylaw shall not be deemed exclusive of any other rights to which those seeking indemnification may be entitled under any bylaws, agreement, vote of member(s) or disinterested Directors or otherwise both as to acting in an official capacity and as to acting in any other capacity while holding such office and shall continue as to a person who has ceased to be a Director or officer and shall enure to the benefit of the heirs and legal representatives of such person.

#### **18. Board Responsibilities**

Without limiting the general obligations at law that are imposed on the Board, as a collective and upon the individual Directors, the Board and each Director shall have the following responsibilities in the discharge of its duties:

- (a) provide general governance for the Corporation;
- (b) review the Bylaw at least once every two (2) years to ensure that the Bylaw is current and correct for the operations of the Corporation; and
- (c) suggest to the RMWB revisions to the Bylaw as may be necessary or advisable from time to time.

[deleted 29 (d)]

#### **19. Manner of Appointment and Term of Office of Directors**

- (a) A Director may be appointed, or his or her appointment may be revoked, by Member Resolution.
- (b) The appointment of a Director takes effect on the date specified in the Member Resolution appointing that Director. The term of office of a Director is as specified in the Member Resolution appointing that Director, subject to earlier revocation of the appointment by further Member Resolution.

#### **20. Calling of Meetings of Board of Directors** [formerly Article 31]



Meetings of the Board may be called by the chair of the Board, the vice-chair of the Board or any two (2) Directors at any time; provided that for the first organizational meeting following incorporation, such meeting may be called by any Director or incorporator. If the Corporation has only one Director, that Director may call and constitute a meeting.

**21. Notice of Meeting of Board of Directors** [formerly Article 32]

Notice of the time and place for holding a meeting of the Board shall be given in accordance with Section 30 ("Method of Giving Any Notice") of this Bylaw, to every Director of the Corporation not less than seven (7) days before the time when the meeting is to be held. Notice of a meeting shall not be necessary if all the Directors are present, and none objects to the holding of the meeting, or if those absent have waived notice of or have otherwise signified their consent to the holding of such meeting. Notice of an adjourned meeting is not required if the time and place of the adjourned meeting is announced at the original meeting. Unless the Bylaw otherwise provides, no notice of meeting need specify the purpose or the business to be transacted at the meeting except that such notice shall specify any matter referred to in subsection 138(2) (Limits on Authority) of the Act that is to be dealt with at the meeting.

**22. Regular Meetings of the Board of Directors** [formerly Article 33]

The Board may appoint a day or days in any month or months for regular meetings of the Board at a place and hour to be named. A copy of any Board Resolution fixing the place and time of such regular meetings of the Board shall be sent to each Director forthwith after being passed, but no other notice shall be required for any such regular meeting except if subsection 136(3) (Notice of Meeting) of the Act requires the purpose thereof or the business to be transacted to be specified in the notice.

**23. Votes to Govern at Meetings of the Board of Directors** [formerly Article 34]

At all meetings of the Board, every question shall be decided by majority of the votes cast on the question. In case of an equality of votes, the chair of the meeting in addition to an original vote shall not have a second or casting vote and the matter shall be considered defeated.

**24. Committees of the Board of Directors** [formerly Article 35]

The Board may from time to time appoint any committee or other advisory body, as it deems necessary or appropriate for such purposes and, subject to the Act, with such

powers as the Board shall see fit. Any such committee may formulate its own rules of procedure, subject to such regulations or directions as the Board may from time to time make. Any committee member may be removed by Board Resolution.

**25. Remuneration of the Board of Directors** [formerly Article 36]

Directors may only be remunerated or paid honoraria if first approved in writing by the Member.

**26. Appointment of Officers**

- (a) The President and CEO shall be appointed by the Board, pursuant to subparagraph 28(c) of this Bylaw. For clarity, the President and CEO shall be an employee of the Corporation.
- (b) A Director may be appointed to any office of the Corporation. An officer may, but need not, be a Director. Two or more offices may be held by the same person.

**27. Removal of Officers**

No officer may be removed from his or her position except by the Board.

**28. Description of Offices**

Subject to any other restriction in this Bylaw as to the appointment of officers, the officers of the Corporation, if designated and if officers are appointed, shall have the following duties and powers associated with their positions:

- (a) Chair of the Board – the chair of the Board, if one is to be appointed, shall be a Director. The chair of the Board, if any, shall, when present, preside at all meetings of the Board, and shall have such other duties and powers as the Board may specify;
- (b) Vice-Chair of the Board – the vice-chair of the Board, if one is to be appointed, shall be a Director. If the chair of the Board is absent or is unable or refuses to act, the vice-chair of the Board, if any, shall, when present, preside at all meetings of the Board, and shall have such other duties and powers as the Board may specify;
- (c) President and CEO – If appointed, the President and CEO shall always be both the president and the chief executive officer, and shall be responsible for

implementing the strategic plans and policies of the Corporation, and shall, subject to the authority of the Board, have general supervision of the affairs of the Corporation;

- (d) Secretary – If appointed, the secretary shall have such powers and duties as the Board may specify;
- (e) Treasurer – If appointed, the treasurer shall have such powers and duties as the Board may specify,

unless otherwise specified by the Board, which may, subject to the Act, modify, add to, restrict or supplement such duties and powers.

The powers and duties of all other officers of the Corporation, if appointed, shall be those specified in their respective terms of engagement or required by the Board or president.

## 29. Vacancy in Office

In the absence of a written agreement to the contrary, the Board may remove, whether for cause or without cause, any officer of the Corporation. Unless so removed, an officer shall hold office until the earlier of:

- (a) such officer's successor being appointed,
- (b) such officer's resignation,
- (c) such officer ceasing to be a Director (if a necessary qualification of appointment) or
- (d) such officer's death.

If the office of any officer of the Corporation shall be or become vacant, a person may be appointed by Board Resolution to fill such vacancy.

## 30. Method of Giving Any Notice

Any notice (which term includes any communication or document) to be given (which term includes sent, delivered or served) pursuant to the Act, the articles, this Bylaw or otherwise to the Member, a Director, an officer, a member of a committee of the Board or to the public accountant shall be sufficiently given:

- (a) if delivered personally to the person to whom it is to be given, or if delivered or mailed the most recent address of such person known the Corporation or, in the

case of notice to a Director, to the latest address shown in the most recent notice sent by the Corporation in accordance with section 128 (Notice of Directors) or 134 (Notice of change of Directors);

[deleted 41 (b)]

- (b) if sent to such person by telephone, fax, email or other communication facility at the most recent telephone number, fax number, or email address of such person known to the Corporation; or
- (c) if provided in the form of an electronic document, in accordance with Part 17 of the Act.

A notice so delivered shall be deemed to have been given when it is delivered personally or to the most recent address of such person known to the Corporation as aforesaid; a notice so mailed shall be deemed to have been given when deposited in a post office or public letter box; and a notice so sent by any means of transmitted or recorded communication shall be deemed to have been given when dispatched or delivered to the appropriate communication company or agency or its representative for dispatch. The secretary, or any person authorized by the Corporation, may change or cause to change the recorded address of any member, Director, officer, public accountant or member of a committee of the Board in accordance with any information believed by the secretary or such authorized person to be reliable. The signature of any Director or officer of the Corporation to any notice or any document to be given by the Corporation may be written, stamped, type-written, or printed, or partly written, stamped type-written or printed.

### **31. Invalidity of any Provisions of this Bylaw**

The invalidity or unenforceability of any provision of this bylaw shall not affect the validity or enforceability of the remaining provisions of this Bylaw.

### **32. Omissions and Errors**

The accidental omission to give any notice to any member, Director, officer, member of a committee of the Board or public accountant, or the non-receipt of any notice by any such person where the Corporation has provided notice in accordance with this Bylaw or any error in any notice not affecting its substance shall not invalidate any action taken at any meeting to which the notice pertained or otherwise founded on such notice.

### **33. Bylaws and Effective Date**

The Board may not make, amend or repeal any bylaws that regulate the activities or affairs of the Corporation without having such bylaw, amendment or repeal confirmed by the RMWB. Such bylaw, amendment or repeal is only effective on the confirmation of the RMWB and in the form in which it was confirmed.

This section does not apply to a bylaw that requires a special resolution of the members according to subsection 197(1) (“Amendment of articles or by-laws”) of the Act.

DRAFT





**Unapproved Minutes of a Meeting of the Oversight Committee held in the Council Chamber at the Municipal Offices in Fort McMurray, Alberta, on Thursday, October 27, 2016, commencing at 4:00 p.m.**

**Present:** L. Bussieres, Councillor  
J. Stroud, Councillor

**Absent:** C. Voyageur, Councillor

**Administration:** M. Ulliac, Chief Administrative Officer  
D. Bendfeld, Executive Director  
R. Billard, Acting Executive Director  
B. Couture, Executive Director  
A. Rogers, Senior Legislative Officer  
S. Soutter, Legislative Officer

**Call to Order**

A. Rogers, Senior Legislative Officer, called the meeting to order at 4:02 p.m., noting that as this is the first meeting of the Oversight Committee following Council's 2016-2017 Organizational Meeting, she would be chairing the meeting until such time as a Chair is appointed.

**1. Adoption of the Agenda**

Moved by Councillor J. Stroud that the agenda be adopted as presented.

CARRIED UNANIMOUSLY

**2. Minutes of Oversight Committee Meeting - September 22, 2016**

Moved by Councillor J. Stroud that the Minutes of the Oversight Committee meeting held on September 22, 2016 be approved as presented.

CARRIED UNANIMOUSLY

**New and Unfinished Business**

**3. Appointment of Chair and Vice-Chair**

(4:04 p.m. – 4:06 p.m.)

The Senior Legislative Officer called for nominations for the position of Chair.

Councillor L. Bussieres nominated Councillor J. Stroud as Chair. Councillor J. Stroud confirmed acceptance of the nomination and was declared Chair by acclamation.

**Assuming of the Chair**

Councillor J. Stroud assumed the Chair at 4:06 p.m.

Councillor J. Stroud nominated Councillor L. Bussieres as Vice-Chair. Councillor L. Bussieres confirmed acceptance of the nomination and was declared Vice-Chair by acclamation.

**4. Proposed Meeting Schedule**

(4:06 p.m. – 4:07 p.m.)

Moved by Councillor J. Stroud that the meetings of the Oversight Committee occur on the second Tuesday of every month at 4:00 p.m., beginning November 8, 2016, excluding 5<sup>th</sup> Tuesdays, statutory holidays and any scheduled recess periods.

CARRIED UNANIMOUSLY

**5. Regional Recreation Corporation – Amendment to the Corporate Bylaw Concerning Purpose and Mandate**

(4:07 p.m. – 4:15 p.m.)

**Carole Bouchard, Director of Community Services and Annette Antoniak, Chief Executive Officer, Regional Recreation Corporation,** presented the proposed amendments to the corporate bylaws of the Regional Recreation Corporation.

Moved by Councillor L. Bussieres that the following be recommended for Council approval:

“That the Directors of the Regional Recreation Corporation of Wood Buffalo be requested to amend the RRC corporate bylaw by deleting Article 3(b) and substituting therefore the following:

“operating the recreational and cultural facilities existing as of November 1, 2016 at:

- (i) MacDonald Island Park;
- (ii) Anzac Recreation Centre (indoor operations only); and
- (iii) Fort Chipewyan Aquatics Centre (aquatics programming only)

and operating such additional recreational and cultural facilities, whether existing as of November 1, 2016 or constructed after November 1, 2016, as the Council may from time to time request the Corporation to operate”; and

That the RRC be advised that a certified true copy of the above resolution, issued from the office of the Chief Legislative Officer of the Regional Municipality of Wood Buffalo, shall constitute sufficient compliance with the provisions of clause 24(b) and section 44 of the Regional Recreation Corporation’s corporate bylaw.”

CARRIED UNANIMOUSLY

**6. Municipal Utility Corporation – Next Steps**

(4:16 p.m. – 4:29 p.m.)

**Leslie Burke Director, Sustainable Operations/Acting Director, Environmental Services, and Travis Kendel, Manager, Environmental Services,** presented the next steps with respect

to the Municipal Utilities Corporation, which involves the recruitment and appointment of Directors of the Corporation.

Moved by Councillor L. Bussieres that following be recommend to Council:

“That Administration initiate the process of recruiting qualified and independent Directors for the Wood Buffalo Utilities Corporation; and.

That Administration present to the Selection Committee by March 1, 2017 a list of qualified and independent individuals for consideration for appointment as Directors of the Wood Buffalo Utilities Corporation.”

CARRIED UNANIMOUSLY

### **Adjournment**

As all scheduled business matters had been concluded, Chair J. Stroud declared the meeting adjourned at 4.30 p.m.

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Chair

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Chief Legislative Officer







<b>Subject: Oversight Committee Recommendation - Municipal Utility Corporation – Next Steps</b>
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**Oversight Committee Recommendation:**

THAT Administration initiate the process of recruiting qualified and independent Directors for the Wood Buffalo Utilities Corporation; and

THAT Administration present to the Selection Committee by March 1, 2017 a list of qualified and independent individuals for consideration for appointment as Directors of the Wood Buffalo Utilities Corporation.

**Summary and Background:**

At the October 27, 2016 Oversight Committee Meeting, a report was presented respective to the Municipal Utility Corporation – Next Steps. At that meeting, the Oversight Committee passed the following resolution:

“THAT the Oversight Committee recommend to Council the following:

1. THAT Administration initiate the process of recruiting qualified and independent Directors for the Wood Buffalo Utilities Corporation;
2. THAT Administration present to the Selection Committee by March 1, 2017 a list of qualified and independent individuals for consideration for appointment as Directors of the Wood Buffalo Utilities Corporation.”

**Attachments:**

- I. Oversight Committee Report – Municipal Utility Corporation – Next Steps
- II. October 27, 2016 Unapproved Oversight Committee Minutes





# OVERSIGHT COMMITTEE REPORT

Meeting Date: October 27, 2016

## **Subject: Municipal Utility Corporation – Next Steps**

### **APPROVALS:**

Kevin Scoble, Deputy Chief Administrative Officer

### **Administrative Recommendations:**

That Oversight Committee recommend to Council the following:

1. That Administration initiate the process of recruiting qualified and independent Directors for the Wood Buffalo Utilities Corporation;
2. That Administration present to the Selection Committee by March 1, 2017 a list of qualified and independent individuals for consideration for appointment as Directors of the Wood Buffalo Utilities Corporation.

### **Summary:**

In 2012, Council approved the formation of a municipal utility corporation, now known as the “Wood Buffalo Utilities Corporation” (“the Corporation”). Council has received regular updates on progress toward making the Corporation into a going concern. A major milestone was reached in June of this year, when the Government of Alberta by Ministerial Order granted to the Municipality the right to control and operate the Corporation. Accordingly, the next step is to appoint a Board of Directors. It will be essential to recruit highly qualified and independent individuals to serve in this capacity. To accomplish this, Administration will engage (through a competitive procurement process) an executive recruiting firm with extensive experience in recruiting Directors for large corporations.

### **Background:**

On June 26, 2012 Council approved the concept of a municipal utility corporation, wholly owned by the Regional Municipality. At that time Council also approved an Implementation Plan consisting of the following sequential steps:

1. Form the Corporation and apply for approval from the Minister of Municipal Affairs to control and operate the Corporation, as required under the *Control of Corporations Regulation*;
2. Obtain Provincial approval, and establish the governance structure of the Corporation;
3. Begin regional operations, and
4. Implement a phased growth strategy, improve rural services and generate profits.

Following Council's approval of the concept and the Implementation Plan, representatives of the Regional Municipality under the leadership of the Deputy CAO engaged in a series of meetings and negotiations with the provincial Department of Municipal Affairs, to clarify the Department's requirements and to finalize the required supporting documentation for an application for Ministerial approval to control and operate the Corporation. The process was complicated and required support at various stages from a number of different areas of Administration, including Sustainable Operations, Environmental Services, Legal, Finance, Human Resources and Insurance Services. Along the way, Council was involved at the following critical steps:

- Participated in a workshop on the viability of the Corporation (May 3, 2015);
- Approved the Regional Municipality entering into a Master Service and Franchise Agreement and/or a lease agreement with the Corporation (May 12, 2015).
- Approved the name "Wood Buffalo Utilities Corporation" in response to Municipal Affairs request that a name be chosen and registered, as a pre-condition of Ministerial approval (June, 2016). At that time Council also approved the concept of a public process to land on a "brand name" by which the Corporation would become widely known, even though its legal name might remain in order to maintain alignment with the Provincial Order and Regulation.

There was a hiatus in the process following the provincial election in 2015, to allow the new government time to assure itself that it understood and could support our initiative. Ultimately we were successful – the new government was convinced of the merits of the utility corporation concept for the Regional Municipality, and Municipal Affairs administration was eventually satisfied with the supporting material we provided. In June 2016 Minister Larivee issued an Order granting the Regional Municipality the authority to control and operate the Corporation. This completed Step 1, and the first part of Step 2, of the Implementation Plan.

It is now time to progress to the second part of Step 2 of the Implementation Plan which is to establish corporate governance. The key aspect of this is to appoint a Board of Directors to oversee senior management of the Corporation, and to ensure that the Corporation is accountable to its sole shareholder, the Municipality. This is a critical step and must be done with a high degree of diligence to ensure the success of the Corporation. Since the Corporation will operate as a for-profit entity engaging in activities that could involve significant liability risk, it is important to shield the Regional Municipality from legal liability by keeping the Corporation at arm's length -- which means that Council members and Municipal employees would not be recommended to serve as Directors. Council will be crucial to the success and public acceptance of the Corporation, at the governance level, by establishing goals and expectations, making high quality appointments of Directors, and holding the Directors accountable (through Oversight Committee) for competent management, profitable operation, and the very highest standards of services to the public.

Administration will approach the task of recruiting potential Directors by engaging (through a competitive procurement process) the services of an executive recruitment firm with extensive experience in recruiting Directors for large corporations. This will involve identifying the range of experiences and skill sets that the Board of Directors as a whole needs to have, in order to narrow the field of potential applicants to a group that, taken as a whole, can confidently be

recommended to the Selection Committee for consideration of appointment by Council. This process cannot and must not be rushed, so Administration is targeting to have a slate of recommended candidates in the hands of the Selection Committee by January 31, 2017,

If Council approves proceeding with recruitment of Directors, Administration will also immediately begin work on a recommended Council Policy to set out the principles upon which the Council and Administration will interact with the Corporation. This is another aspect of corporate governance that goes to the heart of the shareholder/director relationship, but it is also an important piece for Director recruitment. Any candidate of the high quality that we might consider as a Director, will want to know the nature of the relationship between the Corporation they would serve, and its shareholder. This will be especially important considering that the sole shareholder is a political entity. For this reason, Council may expect to see a proposed “Utility Corporation Policy” brought forward within the next few weeks, in enough time for Council to consider it and adopt it (as presented or as amended) and for our executive recruitment firm to forward it to individuals who are under consideration as Directors.

Following appointment of Directors, Administration will work with the new Board of the Corporation to update the Corporation’s business plans and to finalize the process of transitioning employees of Environmental Services and Sustainable Operations to the Corporation. Achievement of the remainder of Council’s approved Implementation Plan for the Corporation will likewise be a joint effort between Administration and the new Board.

**Budget/Financial Implication:**

Approved funds are available for the purpose of implementing the Corporation; so no additional funding is required.

**Rationale for Recommendations:**

The appointment of qualified, skilled, and experienced board members, free of conflict of interest, is required to successfully govern the Corporation. Successful governance ultimately leads to increased revenue for the Municipality through utility earnings.

**Strategic Plan Linkages:**

Pillar 1 – Building Responsible Government  
Pillar 2 – Building Balanced Regional Services  
Pillar 6 – Building a Sustainable Region



# **Municipal Utility Corporation**

Governance Update

October 27, 2016  
Oversight Committee

Presenter: Travis Kendel, Manager  
Environmental Services



# Purpose

- Update Council
- Confirm next steps

# Background

On June 26, 2012, Council approved the formation of the Corporation, which consisted of the following steps:

- Form Corporation and apply for Provincial approval,
- Obtain Provincial approval and establish Corporation governance,
- Begin regional operations, and
- Implement phased growth strategy, improve rural services and generate profits.

# Background

- Clarified the requirement for the transfer of assets with the Province (January 2015);
- Provided a workshop on the viability of the Corporation to Council (May 3, 2015);
- Obtained Council approval to enter into a Master Service and Franchise Agreement and/or lease agreement with the Corporation (May 12, 2015).

# Background

- Received a request from the Province to name the corporation in order to proceed with the required Ministerial regulations (Fall/Winter 2015).
- Assigned interim name of “Wood Buffalo Utilities Corporation” to the Corporation (January 19, 2016).
- Received approval from the Provincial Government, through the creation of the ‘*Wood Buffalo Utilities Corporation Regulation*’, for the formation of the Corporation (June 2016).



# Moving Forward

## **Next Step:**

Appoint a Board of Directors for the  
Wood Buffalo Utilities Corporation

# Governance

- The Corporation's Board has two principal functions:
  - Provide direction to, and ensure accountability of the Corporation's Staff; and,
  - Ensure accountability of the Corporation to the shareholders (Council).

# Governance

- Board members must have skills and experience that align with the needs of the Corporation, these include, but are not limited to:
  - Financial Literacy
  - Business Acumen
  - Strategic and Long-term Planning
  - Corporate Governance

# Governance

- The RMWB will engage the services of an executive recruitment firm to:
  - Identify Board of Directors collective skills/experience needs
  - Recruit, advertise, and approach potential applicants
  - List potential applicants for recommendation to the Selection Committee

# Recommendations

THAT the Municipality initiate the process of recruiting qualified and independent Directors for the Wood Buffalo Utilities Corporation;

THAT the Municipality present to the Selection Committee by March 1st, 2017 a list of qualified and independent individuals for consideration for appointment as Directors of the Wood Buffalo Utilities Corporation.

# End of Presentation



**Unapproved Minutes of a Meeting of the Oversight Committee held in the Council Chamber at the Municipal Offices in Fort McMurray, Alberta, on Thursday, October 27, 2016, commencing at 4:00 p.m.**

**Present:** L. Bussieres, Councillor  
J. Stroud, Councillor

**Absent:** C. Voyageur, Councillor

**Administration:** M. Ulliac, Chief Administrative Officer  
D. Bendfeld, Executive Director  
R. Billard, Acting Executive Director  
B. Couture, Executive Director  
A. Rogers, Senior Legislative Officer  
S. Soutter, Legislative Officer

**Call to Order**

A. Rogers, Senior Legislative Officer, called the meeting to order at 4:02 p.m., noting that as this is the first meeting of the Oversight Committee following Council's 2016-2017 Organizational Meeting, she would be chairing the meeting until such time as a Chair is appointed.

**1. Adoption of the Agenda**

Moved by Councillor J. Stroud that the agenda be adopted as presented.

CARRIED UNANIMOUSLY

**2. Minutes of Oversight Committee Meeting - September 22, 2016**

Moved by Councillor J. Stroud that the Minutes of the Oversight Committee meeting held on September 22, 2016 be approved as presented.

CARRIED UNANIMOUSLY

**New and Unfinished Business**

**3. Appointment of Chair and Vice-Chair**

(4:04 p.m. – 4:06 p.m.)

The Senior Legislative Officer called for nominations for the position of Chair.

Councillor L. Bussieres nominated Councillor J. Stroud as Chair. Councillor J. Stroud confirmed acceptance of the nomination and was declared Chair by acclamation.

**Assuming of the Chair**

Councillor J. Stroud assumed the Chair at 4:06 p.m.

Councillor J. Stroud nominated Councillor L. Bussieres as Vice-Chair. Councillor L. Bussieres confirmed acceptance of the nomination and was declared Vice-Chair by acclamation.

**4. Proposed Meeting Schedule**

(4:06 p.m. – 4:07 p.m.)

Moved by Councillor J. Stroud that the meetings of the Oversight Committee occur on the second Tuesday of every month at 4:00 p.m., beginning November 8, 2016, excluding 5<sup>th</sup> Tuesdays, statutory holidays and any scheduled recess periods.

CARRIED UNANIMOUSLY

**5. Regional Recreation Corporation – Amendment to the Corporate Bylaw Concerning Purpose and Mandate**

(4:07 p.m. – 4:15 p.m.)

**Carole Bouchard, Director of Community Services and Annette Antoniak, Chief Executive Officer, Regional Recreation Corporation,** presented the proposed amendments to the corporate bylaws of the Regional Recreation Corporation.

Moved by Councillor L. Bussieres that the following be recommended for Council approval:

“That the Directors of the Regional Recreation Corporation of Wood Buffalo be requested to amend the RRC corporate bylaw by deleting Article 3(b) and substituting therefore the following:

“operating the recreational and cultural facilities existing as of November 1, 2016 at:

- (i) MacDonald Island Park;
- (ii) Anzac Recreation Centre (indoor operations only); and
- (iii) Fort Chipewyan Aquatics Centre (aquatics programming only)

and operating such additional recreational and cultural facilities, whether existing as of November 1, 2016 or constructed after November 1, 2016, as the Council may from time to time request the Corporation to operate”; and

That the RRC be advised that a certified true copy of the above resolution, issued from the office of the Chief Legislative Officer of the Regional Municipality of Wood Buffalo, shall constitute sufficient compliance with the provisions of clause 24(b) and section 44 of the Regional Recreation Corporation’s corporate bylaw.”

CARRIED UNANIMOUSLY

**6. Municipal Utility Corporation – Next Steps**

(4:16 p.m. – 4:29 p.m.)

**Leslie Burke Director, Sustainable Operations/Acting Director, Environmental Services, and Travis Kendel, Manager, Environmental Services,** presented the next steps with respect

to the Municipal Utilities Corporation, which involves the recruitment and appointment of Directors of the Corporation.

Moved by Councillor L. Bussieres that following be recommend to Council:

“That Administration initiate the process of recruiting qualified and independent Directors for the Wood Buffalo Utilities Corporation; and.

That Administration present to the Selection Committee by March 1, 2017 a list of qualified and independent individuals for consideration for appointment as Directors of the Wood Buffalo Utilities Corporation.”

CARRIED UNANIMOUSLY

### **Adjournment**

As all scheduled business matters had been concluded, Chair J. Stroud declared the meeting adjourned at 4.30 p.m.

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Chair

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Chief Legislative Officer

