



REGIONAL MUNICIPALITY
OF **WOOD BUFFALO**

Council Meeting

Jubilee Centre Council Chamber
9909 Franklin Avenue, Fort McMurray

Tuesday, March 23, 2010
6:00 p.m.

Agenda

Call to Order

Opening Prayer

Adoption of Agenda

Minutes of Previous Meetings

1. Regular Meeting – March 9, 2010

Delegations

2. Mr. Steve Kelly, Chairperson, re: Update on Volunteer Wood Buffalo
3. Mr. Jim Rogers, resident, re: Various Matters of Concern

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

Presentations

4. Commercial and Industrial Land Use Study Update

Public Hearings – None Scheduled

Bylaws

5. Bylaw No. 10/004 – Assessment and Taxation Fees Bylaw Amendment (*three readings*)

6. Bylaw No. 10/003 - Assessment Review Boards (*three readings*)

Reports

7. Reserve Bids for Tax Recovery Auction (deferred from March 9, 2010 meeting)
8. Appointments to Council Committees (*CONFIDENTIAL pursuant to Section 24(1) of the Freedom of Information and Privacy Act*)
9. 2010 Capital Budget
10. Capital Budget Amendment – Mackenzie Industrial Park Pumphouse and Reservoir
11. Local Assessment Review Boards and Composite Assessment Review Boards – Assignments of Members to Boards
12. 10 Year Plan to End Homelessness
13. Allocation of 2010 Community Development Funding
14. Amalgamation of Forcemain Project and Lift Station 1A Project Budgets
15. Conditional Offer to Sell Pursuant to Section 30, Expropriation Act

New and Unfinished Business

16. Notice of Motion re: Addition of Program to 2010 Tax Rate Bylaw (*Councillor Byron*) (tabled from March 9, 2010 meeting)
17. Notice of Motion re: Letter to the Electoral Boundaries Commission (*Councillor Vyboh*)

Updates

- Mayor's Update
- Reporting of Councillors on Boards and Committees
- Administrative Update

Adjournment



REGIONAL MUNICIPALITY
OF WOOD BUFFALO

Request To Make A Presentation At A Council Meeting Or Public Hearing

Requests to make a public presentation must be received by 12:00 noon on the Wednesday immediately preceding the scheduled meeting/hearing. *Presentations are a maximum of 5 minutes in duration.* Additional information may be submitted to support your presentation.

CONTACT INFORMATION	
Name of Presenter:	Volunteer Wood Buffalo
Mailing Address:	
Telephone Number:	(Day) If we cannot confirm your attendance, your request may be removed from the Agenda.
E-Mail Address (if applicable):	
PRESENTATION INFORMATION	
Preferred Date of Presentation:	March 23, 2010
Topic:	Who we are? Volunteer Wood Buffalo.
Please List Specific Points/Concerns:	1. Who we are
If speaking at a Public Hearing, clearly state your support or opposition to the bylaw along with any related information:	2. Where we are going
	3. What we are up to
Action Being Requested of Council:	None - education presentation

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

Please return completed form, along with any additional information, to:

Chief Legislative Officer
Regional Municipality of Wood Buffalo
9909 Franklin Avenue
Fort McMurray, AB T9H 2K4
Telephone: (780) 743-7001
Fax: (780) 743-7028

RECEIVED

FEB 17 2010

LEGISLATIVE & LEGAL
SERVICES

Please Note: All presentations are heard at a public meeting; therefore, any information provided is subject to FOIP guidelines and may be released upon request.

"There is a lasting joy in knowing that you helped put a smile on someone's face. We often don't realize how profoundly we have helped someone in a positive way."
- Bill Bloomfield
Local volunteer for 35 year



Volunteer Wood Buffalo

*-- Support, develop and
celebrate volunteerism
in the Wood Buffalo
Region*

Volunteer Wood Buffalo

194 Grenfell Crescent, Wood Buffalo Community Village

Phone: 780-791-9333 Fax: 780-750-4333

Website: www.volunteerwoodbuffalo.ca

Twitter: [www.twitter.com/VOLUNTEERWB](https://twitter.com/VOLUNTEERWB)

"Give a man a fish and you feed him for a day. Teach a man to fish and you feed him for a lifetime."
- Chinese Proverb

Who we were

Organizations would call us



We made a call, then another, then another ...

We would then call the organization back with a potential volunteer.



With **266** non-profits using volunteers in the sector and **1** employee at Volunteer Wood Buffalo, the middle man was inefficient and ineffective.



Who we are now ...

(Educational programming, cultural change, leadership and advocacy, training, recognition, innovative marketing, support services and promotion)



*"I hope to inspire others to make
a difference. It's amazing what
one person can do."*

- Blake Crossley
impossible2Possible member

Our services:

- Facilitate a variety of **FREE** educational-based programming from the health benefits of volunteerism, to how to market your organization through local media, to charitable tax laws.
- Innovative marketing on behalf of the nonprofit sector through presentations, networking, social media, video conferencing, monthly e-newsletters and weekly newspaper and radio profiles.
- Administer and promote govolunteer.ca; one-stop-shopping for volunteer opportunities in the region.
- Celebrate volunteerism through events including National Volunteer Week, International Volunteer Day and the Bill Bloomfield Volunteer Recognition Award.
- Hold positions on a variety of boards and committees including Emergency Social Service.
On these committees and boards we represent a variety of roles from chairperson, to volunteer advisor, to communications and marketing co-ordinator.
- Offer summer youth programming where we facilitate community engagement activities for youth between the ages of 11 to 17.



"I say to the people who say they don't have time to volunteer, that you are missing out on so many learning opportunities and to meet new people."

- Ruth Francoeur

Founder of Katie's Playhouse

Information services:

We are also moving towards becoming a referral agency. To do this we are in the first stage of a lengthy process to populate the

informwoodbuffalo.ca website. This site will hold all of the service provider information for this region with VERY SPECIFIC details including community, social, government and health services.

This site will be used by all referral agencies from Tourism to Some Other Solutions, as well, the general population. On the site you can find everything from which childcare services are wheelchair accessible, to counselling services in your area.

Inform Wood Buffalo is a great resource for public awareness, preventing service duplication and building stronger community partnerships.



"It's about giving happiness to others. I'm always trying new things and I love taking recommendation and requests."

- Tracy VanDyk
Local dance instructor

By the numbers:

(Based on the last three months)

- Our website had **1,500** hits.
- More than **20** local residents, representing a variety of nonprofit organizations, have been profiled.
- There are **2** full-time staff and 1 part-time. All work under contract. There are **7** board members.
- We have more than **200** organizations and individuals using our social media.
- We have made presentations to about **170** individuals.
- We've had **9** workshops, attended by about **65** individuals.
- Our newsletter was circulated to **794** recipients.
- Approx. **300** attendees are expected for 2010's National Volunteer Week event.
- Approx. **300** local groups are registered on Go Volunteer.



*"The seeds of my success are sown
in the soil rich with failure. I've
made a lot of mistakes in my
career but I've learned to
embrace them."*

- Russell Thomas
interPLAY president

Future initiatives:

- Expanding our lobbying efforts on behalf of the sector.
- Increase the number of workshops, training and programming.
- Continue to market the govolunteer.ca as one-stop shopping for volunteer opportunities.
- Continue to populate informwoodbuffalo.ca
- Build an Employer Supportive Volunteering initiative (Corporate Council)
- Build innovative ways to celebrate local volunteerism
- Build a stronger and more formal membership
- Utilize our video conferencing to bring training opportunities to our remote northern location.





REGIONAL MUNICIPALITY
OF WOOD BUFFALO

Request To Make A Presentation At A Council Meeting Or Public Hearing

Requests to make a public presentation must be received by 12:00 noon on the Wednesday immediately preceding the scheduled meeting/hearing. *Presentations are a maximum of 5 minutes in duration.* Additional information may be submitted to support your presentation.

CONTACT INFORMATION

Name of Presenter:	Delegation from Waterways, Jim Rogers
Mailing Address:	
Telephone Number:	(Day) If we cannot confirm your attendance, your request may be removed from the Agenda.
E-Mail Address (if applicable):	

PRESENTATION INFORMATION

Preferred Date of Presentation:	March 23, 2010
Topic:	Various Matters of Concern
Please List Specific Points/Concerns: If speaking at a Public Hearing, clearly state your support or opposition to the bylaw along with any related information:	<ol style="list-style-type: none">1. The summer break is rapidly approaching and Waterways is behind schedule with ARBD2. There is a need for a protocol of intercommunication between Waterways and Administration3. To ensure that peace and harmony prevail
Action Being Requested of Council:	To set up a route of communication

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

Please return completed form, along with any additional information, to:

Chief Legislative Officer
Regional Municipality of Wood Buffalo
9909 Franklin Avenue
Fort McMurray, AB T9H 2K4
Telephone: (780) 743-7001
Fax: (780) 743-7028

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Commercial Industrial Land Use Study (CILUS)

January 26, 2010

In accepting CILUS as a guiding document, Council sought information on timelines to implement priorities identified in the CILUS report

CILUS identifies the planning amendments needed to implement the land use plans that will support CILUS and divides them into the three statutory elements:

- **Municipal Development Plan**
- **Area Structure Plan**
- **Land Use Bylaw**

Planning documents are only one element in a land development program

The other key elements are:

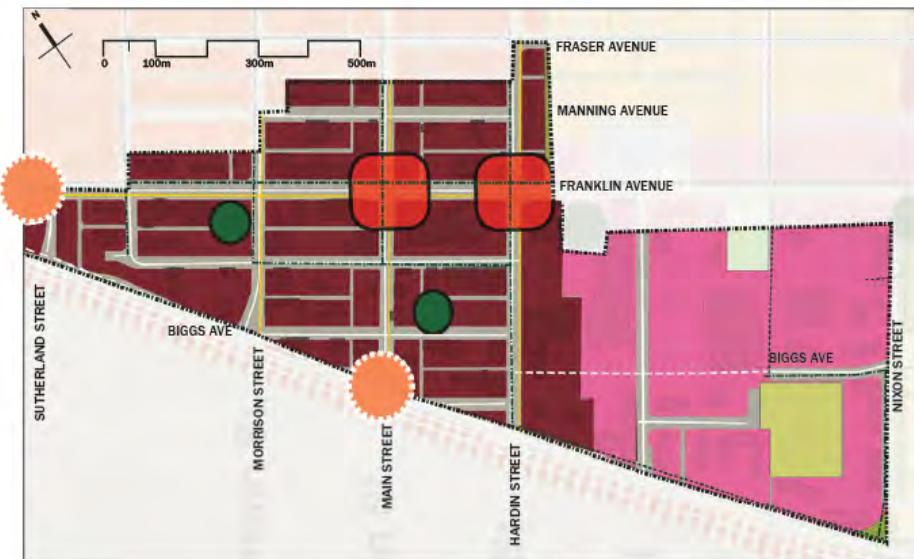
- **Servicing**
- **Access**
- **Land Release**

While not detailed in CILUS, steps are moving forward on commercial development opportunities

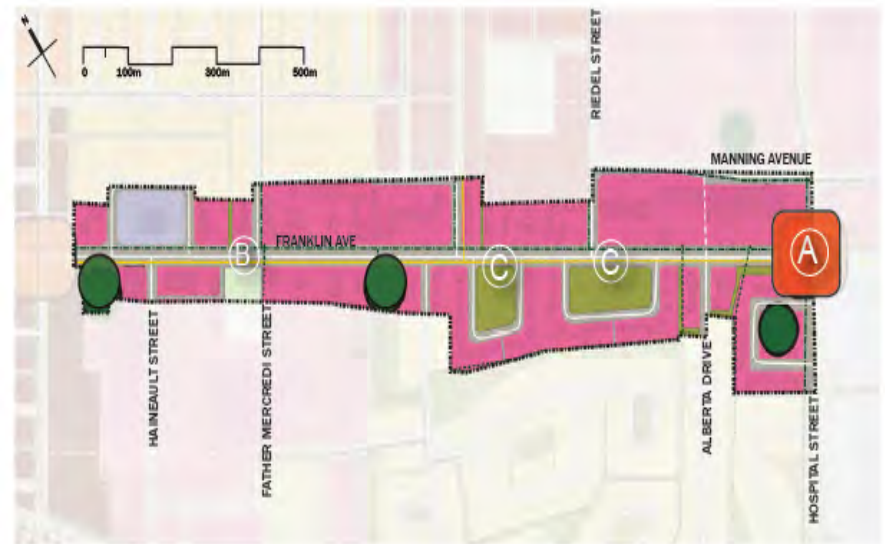
As outlined in the Lower Townsite Area Redevelopment Plan

Areas of particular interest for commercial land use in the Lower Townsite

MAP 21: CENTRAL BUSINESS DISTRICT



MAP 23: FRANKLIN RETAIL CORE DISTRICT



Fort McMurray – Airport Lands/ South of Highway 69 Vicinity

Can proceed immediately with drafting amendments to designate a substantial area for industrial uses.

Province is aggressively working to identify developable lands and working with the Municipality

Fort McMurray – Airport Lands/ South of Highway 69 Vicinity

Anticipate servicing reaching area:

- **Water in 4-5 years**
- **Sewer mains will be to the top of bank in Saline Creek in 2011**

Conklin Business Industrial Area

Can proceed immediately with drafting amendments to planning documents to designate areas identified in CILUS

No service options available in immediate future (5 years)

Anzac Business Industrial Area

Can proceed immediately with drafting amendments to planning documents to designate areas identified in CILUS

No service options available in immediate future (5 years)

La Loche Business Industrial Area

Can proceed immediately with drafting amendments to planning documents to designate areas identified in CILUS

Servicing will be via trucked service, but would need to be access facilities other than local communities

**Subject: Bylaw No. 10/004 – Assessment and Taxation Fees Bylaw
Amendment****APPROVALS:**

Surekha Kanzig, Chief Legislative Officer
Kelly Kloss, Chief Administrative Officer (Interim)

Administrative Recommendation(s):

1. THAT Bylaw No. 10/004, being an Assessment and Taxation Fees Bylaw Amendment, be read a first time.
2. THAT Bylaw No. 10/004 be read a second time.
3. THAT Bylaw No. 10/004 be considered for third and final reading.
4. THAT Bylaw No. 10/004 be read a third and final time.

Summary:

As of January 1, 2010, changes in provincial legislation have necessitated preparation of a new Assessment Review Boards Bylaw, which integrates complaint fees. As a result, the complaint fees identified in the Assessment and Taxation Fees Bylaw must be removed to avoid duplication.

Background:

The Assessment Review Board has been managed and administered within the Assessment and Taxation Department for the past several years; however, recent changes in legislation have necessitated that the Board be managed at arms' length from the operating department. As of January 1, 2010, Legislative and Legal Services has assumed responsibility for managing and administering the Assessment Review Boards. As part of the transition process, and in order to ensure compliance with legislative changes, a new Assessment Review Boards Bylaw has been developed, which proposes to integrate complaint fees.

Complaint fees are presently identified in the Assessment and Taxation Fees Bylaw; however, some of the specified rates no longer comply with legislated maximums, and should be removed to ensure that all activities associated with the Assessment Review Boards, including the administering of fees, are managed separate and apart from the Assessment and Taxation Department. It should be noted that Assessment Review Board complaint fees have not been increased, but some have decreased to ensure compliance with legislated maximum rates.

Rationale for Recommendation:

Administration is recommending that the Assessment and Taxation Fees Bylaw be amended to reflect changes in legislation, which results in a potential cost savings to residents.

Attachments:

1. Bylaw No. 10/004

BYLAW NO. 10/004

**BEING A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO
AMEND THE ASSESSMENT AND TAXATION FEE BYLAW NO. 07/060.**

WHEREAS section 7 of the *Municipal Government Act*, RSA 2000, c.M-26, as amended provides that a Council may pass bylaws for municipal purposes respecting services provided by or on behalf of the municipality;

AND WHEREAS section 481(1) of the *Municipal Government Act*, RSA 2000, c.M-26, as amended, provides that a Council may set fees payable by persons wishing to make complaints or to be involved as a party or intervenor in a hearing before an assessment review board and for obtaining copies of an assessment review board's decisions and other documents;

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

1. THAT Bylaw No. 07/060 is hereby amended by:
 - (a) deleting the following text: "AND WHEREAS section 481 of the *Municipal Government Act* authorizes Council to pass a bylaw to set fees payable by persons wishing to make complaints or to be involved as a party in a hearing before an Assessment Review Board, and further indicates that, if the Assessment Review Board makes a decision in favour of the complainant, the fees shall be refunded by the Municipality"; and
 - (b) deleting section 9 of Schedule "A" in its entirety.
2. THAT the Chief Administration Officer is authorized to consolidate this bylaw.
3. THAT this bylaw shall be passed and become effective when it receives its third reading and is signed by the Mayor and Chief Legislative Officer.

READ a first time this ____ day of _____, A.D. 2010.

READ a second time this ____ day of _____, A.D. 2010.

READ a third and final time this ____ day of _____, A.D. 2010.

SIGNED and PASSED this ____ day of _____, A.D. 2010.

Mayor

Chief Legislative Officer

Subject: Bylaw No. 10/003 - Assessment Review Boards**APPROVALS:**

Surekha Kanzig, Chief Legislative Officer
Kelly Kloss, Chief Administrative Officer (Interim)

Administrative Recommendation(s):

1. THAT Bylaw No. 10/003, being the Assessment Review Boards Bylaw, be read a first time.
2. THAT Bylaw No. 10/003 be read a second time.
3. THAT Bylaw No. 10/003 be considered for third and final reading.
4. THAT Bylaw No. 10/003 be read a third and final time.

Summary:

Effective January 1, 2010, amendments to provincial legislation require that the existing Assessment Review Board must go through a significant structural change. Assessment Review Boards must be established by bylaw; therefore, Council approval is required.

Background:

The passing of Bill 23 in June, 2009, resulted in a number of significant amendments to the *Municipal Government Act*, as it relates to the structure and responsibility of Assessment Review Boards. The intent of the amendment is to more clearly define the role of each Board, while also reducing one level of appeal, thereby providing a much more streamlined complaint process for property owners.

As of January 1, 2010, all municipalities are required to establish the following boards:

- **Local Assessment Review Board:** Comprised entirely of local members, this board will hear complaints regarding assessments of residential properties with three or less dwelling units and farm land as well as non-assessment matters, such as local improvement tax and business tax.
- **Composite Assessment Review Board:** Comprised of two local members, as well as one provincially appointed member, this board will hear complaints regarding the assessment of non-residential properties and residential properties with four or more dwelling units.

In the past, there was one Assessment Review Board, which was managed and administered by the Assessment and Taxation Department. Board members were appointed by Council; however, as with any Committee, scheduling of hearings was often difficult due to the limited

availability of some members. Bill 23 provides municipalities with the ability to establish multiple boards, which in turn provides Administration with the scheduling flexibility to meet the strict legislated timelines.

The implementation of new legislation has also required a change in management and administration responsibility, as Boards must operate at arms' length from the Assessment and Taxation Department. As of January 1, 2010, responsibility for the management and administration of Assessment Review Boards has been transferred to the Legislative and Legal Services Department.

The more streamlined approach offered by Bill 23 is beneficial to complainants, but significantly increases the level of responsibility and accountability at the local level, as any appeal now proceeds directly to the Court of Queen's Bench, as opposed to the Municipal Government Board.

In response to the changes in the *Municipal Government Act*, the Assessment Review Boards Bylaw proposes a structure based on a total of six members, with two possible Board combinations at the Local Assessment Review Board level and three possible Board combinations at the Composite Assessment Review Board level. Attachment 1, Comparison of the Assessment Review Board Structures, outlines the structure changes from the past model to the current legislated structure. The proposed bylaw also incorporates remuneration for Board members, complaint fees, and the potential for members to sit as a one-person Board to address procedural and administrative matters.

Budget/Financial Implications:

Local members are currently not compensated in any way; however, all appointed Provincial representatives will be compensated. Provincial rates have been established by Ministerial Order (Order in Council 4/2008 – Attachment 2), and it is recommended that the same remuneration rates be provided to local members based on the hearings in which they sit. Additionally, Bill 23 requires that all board members must receive a mandatory training offered through the Government of Alberta. Actual training costs will be assumed by the Government of Alberta; however, travel costs are the responsibility of municipalities. No funds are budgeted in 2010 Operating Budget; however, it is anticipated that all costs can be absorbed within the Legislative Services Branch Operating Budget.

Rationale for Recommendation

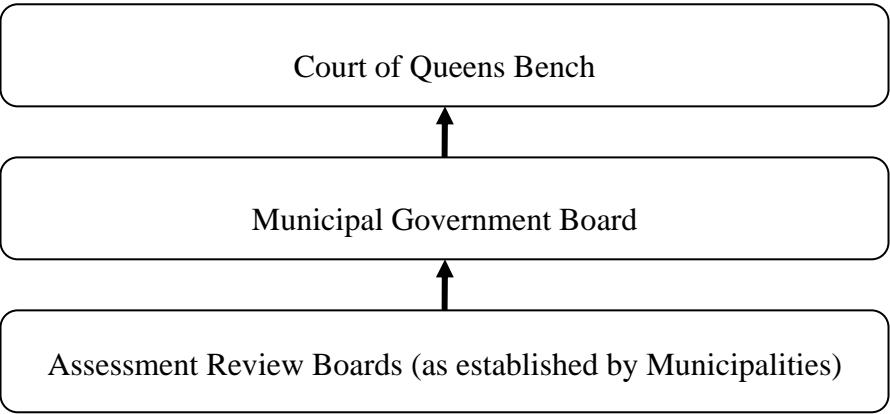
It is mandatory that all municipalities adhere to the regulations provided in the passing of Bill 23. The proposed Assessment Review Boards Bylaw takes each of the regulations into account, thereby ensuring that the Municipality is fully compliant with legislation, and establishes a balanced approach to addressing complaints related to assessment and taxation matters.

Attachments:

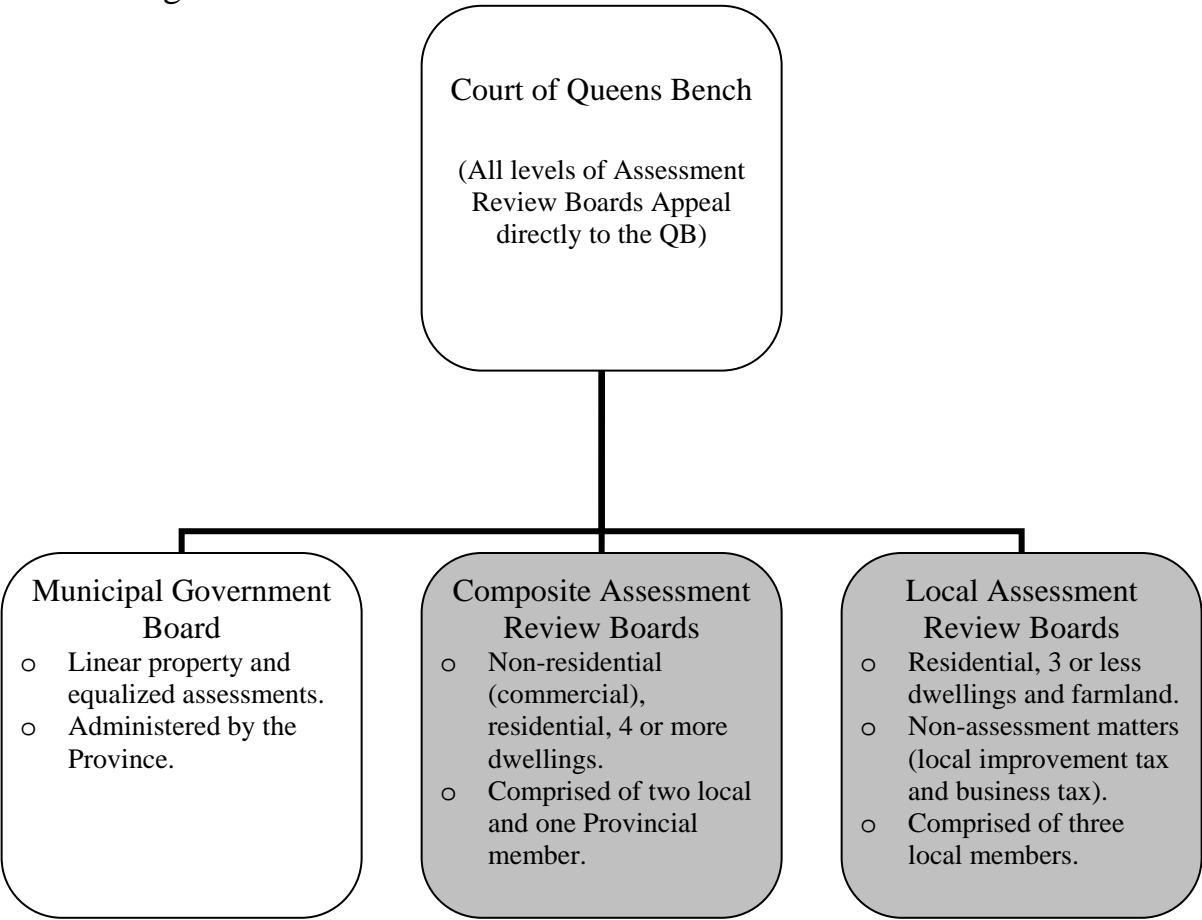
1. Comparison of Assessment Review Board Structures
2. Order in Council 4/2008
3. Bylaw No. 10/003

Comparison of Assessment Review Board Structures

Past Model



Current Legislated Structure



**Shaded cells indicate Boards being administered by the Regional Municipality of Wood Buffalo.*

O.C. 4/2008

January 16, 2008

Order in Council 4/2008

The Lieutenant Governor in Council

- (a) prescribes the remuneration and expenses payable to Municipal Government Board members as that specified in Schedule 1, Part A of the Committee Remuneration Order;
- (b) rescinds Order in Council numbered O.C. 211/2006.

For Information only

Recommended by: Minister of Municipal Affairs and Housing

Authority: Municipal Government Act
(section 486)

Alberta Government - Corporate Human Resources**Schedule 1****Effective April 1, 2009**

Part A

Part B

Part A

1. A member of a committee, other than the chairman, shall be paid
 - (a) \$164 for up to and including four hours in any day, or
 - (b) \$290 for over four hours and up to and including eight hours in any day, or
 - (c) \$427 for over eight hours in any day,
spent on the business of the committee.
2. The chairman or person acting as the chairman of a committee shall be paid
 - (a) \$219 for up to and including four hours in any day, or
 - (b) \$383 for over four hours and up to and including eight hours in any day, or
 - (c) \$601 for over eight hours in any day,
spent on the business of the committee.
3. The chairman and members of a committee are entitled to be paid travelling and living expenses in accordance with the Subsistence and Travel Allowance Regulation made by Ministerial Order 1/98, as amended, or any order made in substitution therefor, as though they were employees of the government.
4. Where the Minister responsible for the committee is satisfied that the chairman or a member of the committee suffers a loss of remuneration as a result of his service on the committee, the Minister, subject to the prior approval of the Minister charged with the administration of the Public Service Act, may increase the fees payable under this Part up to a maximum of double the appropriate rate determined under Section 1 or 2.

Part B

1. A member of a committee, other than the chairman, shall be paid
 - (a) \$115 for up to and including four hours in any day, or
 - (b) \$191 for over four hours and up to and including eight hours in any day, or
 - (c) \$306 for over eight hours in any day,
spent on the business of the committee.

2. The chairman or person acting as the chairman of a committee shall be paid
 - (a) \$169 for up to and including four hours in any day, or
 - (b) \$290 for over four hours and up to and including eight hours in any day, or
 - (c) \$454 for over eight hours in any day,spent on the business of the committee.
3. The chairman and members of a committee are entitled to be paid travelling and living expenses in accordance with the Subsistence and Travel Allowance Regulation made by Ministerial Order 1/98, as amended, or any order made in substitution therefor, as though they were employees of the government.
4. Where the Minister responsible for the committee is satisfied that the chairman or a member of the committee suffers a loss of remuneration as a result of his service on the committee, the Minister, subject to the prior approval of the Minister charged with the administration of the Public Service Act, may increase the fees payable under this Part up to a maximum of double the appropriate rate determined under Section 1 or 2.

Last Review / Update: 2007-10-11

BYLAW NO. 10/003

BEING A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO ESTABLISH ASSESSMENT REVIEW BOARDS

WHEREAS pursuant to Part 11 of the *Municipal Government Act*, R.S.A 2000, c. M-26, Council may pass a Bylaw to establish one or more Assessment Review Boards;

AND WHEREAS Part 11 of the *Municipal Government Act*, R.S.A. 2000, c. M-26 authorizes Council to pass a bylaw to set fees payable by persons wishing to make complaints or to be involved as a party in a hearing before an Assessment Review Board, and further indicates that, if the Assessment Review Board makes a decision in favour of the complainant, the fees shall be refunded by the Municipality.

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

1. This Bylaw may be cited as the “Assessment Review Boards Bylaw”;
2. The purpose of this Bylaw is to establish Assessment Review Boards under Part 11 of the *Municipal Government Act*.
3. For purposes of this bylaw, the following definitions shall apply:
 - (a) “Authorized Substitute” means a Member who is temporarily scheduled to sit as a Member of a Board, other than the Board they were originally appointed to, for the duration of a hearing or group of hearings;
 - (b) “Assessment Review Boards” or “Assessment Review Board” means both the Composite Assessment Review Boards and the Local Assessment Review Boards;
 - (c) “Clerk” means the officer designated by Council as the Clerk of the Assessment Review Boards pursuant to the provisions of the *Municipal Government Act*;
 - (d) “Complaint” means a complaint as defined under Part 11 of the *Municipal Government Act*;
 - (e) “Composite Assessment Review Board(s)” means a board to which two local Members and one Provincial Member are appointed, which has jurisdiction to conduct hearings on all Complaints, except for Complaints regarding:
 - (i) residential property with three or fewer dwelling units;
 - (ii) farm land;
 - (iii) non-assessment matters;
 - (iv) linear property; or
 - (v) equalized assessments;

- (f) “Council” means the council of the Regional Municipality of Wood Buffalo;
 - (g) “Local Assessment Review Board(s)” means a board to which three local Members are appointed, which has jurisdiction to conduct hearings about Complaints regarding:
 - (i) residential property with three or fewer dwelling units;
 - (ii) farm land; or
 - (iii) a tax notice other than a property tax notice;
 - (h) “Member” means an individual appointed by Council to an Assessment Review Board including an Authorized Substitute. Assessors, employees of the Regional Municipality of Wood Buffalo or tax agents may not be Members;
 - (i) “One-Member Board” refers to any one Member of the Assessment Review Boards who may hear and make decisions on procedural and administrative matters as permitted by legislation;
 - (j) “Provincial Member” means a person appointed as a Provincial Member to a Composite Assessment Review Board under Part 11 of the *Municipal Government Act*; and
 - (k) “Vacancy” means an absence from a hearing due to:
 - (i) direct or indirect interest in a matter before the Assessment Review Board; or
 - (ii) an inability or refusal by a Member to continue to complete the responsibilities as a Member of any of the Assessment Review Boards. Should a Vacancy occur, the new Member who is appointed to fulfill the existing term, shall be authorized to sit on whichever board the Vacancy has occurred upon.
4. All Assessment Review Board Members, with the exception of the Provincial Member, shall be appointed by Council.
 5. The Clerk of the Assessment Review Boards and all Members must complete all training as prescribed by the Minister.

Clerk of the Assessment Review Boards

6. Council establishes the position entitled Clerk of the Assessment Review Boards, and the Clerk, as the designated officer, is responsible for managing all matters for the boards.
7. The Chief Administrative Officer will appoint an individual to the position of Clerk.

8. The Clerk's duties shall include all duties as set out in the *Municipal Government Act* and the *Matters Relating to Assessment Complaints Regulation* (Alberta Regulation 310/2009).

Local Assessment Review Board

9. Council establishes a total of two Local Assessment Review Boards.
10. Each Local Assessment Review Board shall be comprised of three Members.
11. Each Member shall be able to sit as a One-Member Board and can hear matters as set out in the *Matters Relating to Assessment Complaints Regulation* (Alberta Regulation 310/2009).
12. The Members of each Local Assessment Review Board must choose a presiding officer from among themselves.
13. Any two Members of a Local Assessment Review Board constitute quorum.
14. Each Member of a Local Assessment Review Board is an Authorized Substitute and can hear and decide on any matter required or permitted to be heard by a Local Assessment Review Board under the *Municipal Government Act*.
15. The Members of the Local Assessment Review Boards may be the same as the Members of the Composite Assessment Review Boards.
16. The term of office for each Member shall be two years, commencing January 1 of the effective year of appointment. For 2010 only, terms shall be for either one or two years to allow for board continuity.

Composite Assessment Review Board

17. Council establishes a total of three Composite Assessment Review Boards.
18. Each Composite Assessment Review Board shall be comprised of two Members and one Provincial Member.
19. The Provincial Member may sit as a One-Member Board and hear matters as set out in the *Matters Relating to Assessment Complaints Regulation* (Alberta Regulation 310/2009).
20. The Provincial Member is the presiding officer of the Composite Assessment Review Board.
21. The Provincial Member and one Member of a Composite Assessment Review Board constitute quorum.
22. Each Member of a Composite Assessment Review Board is an Authorized Substitute and can hear and decide on any matter required or permitted to be heard by a Composite Assessment Review Board under the *Municipal Government Act*.

23. The term of office for each Member shall be two years, commencing January 1 of the effective year of appointment. For 2010 only, terms shall be for either one or two years to allow for board continuity.

Remuneration and Fees

24. Remuneration shall be paid to Members in accordance with the Government of Alberta Order in Council 004/2008 or any succeeding legislation that may supersede this part entirely.
25. All Members are to be reimbursed for expenses from municipal funds in accordance with the Council Appointed Committee Members Travel Policy, as amended from time to time.
26. In accordance with the *Matters Relating to Assessment Complaints Regulation* (Alberta Regulation 310/2009) the boards' Complaint filing fees shall be as outlined in the attached Schedule "A".

Repeal and Coming into Force

27. Bylaw No. 95/026 and all amendments thereto are hereby repealed.
28. This Bylaw shall become effective when it has received third reading and been signed by the Mayor and Chief Legislative Officer.

READ a first time this day of , A.D. 2010.

READ a second time this day of , A.D. 2010.

READ a third and final time this day of , A.D. 2010.

SIGNED and PASSED this day of , A.D. 2010.

Mayor

Chief Legislative Officer

COMPLAINT FILING FEES

Complaint Type	Fee
For duplexes or single family residences	\$20.00
For all other non residential, apartments and multi-family properties	
<u>Assessment Range</u>	
\$0 - \$500,000	\$100.00
\$500,001 - \$5,000,000	\$500.00
\$500,000,001 +	\$650.00
Local improvements	\$30.00

Subject: Reserve Bids for Tax Recovery Auction**APPROVALS:**

Henk van Waas, General Manager, Assessment and Taxation Department
D'arcy Elliott, Acting Chief Administrative Officer

Administrative Recommendation(s):

THAT the reserve bids and sale conditions be established as listed in Attachment 1 – Reserve Bids and Sale Conditions for Tax Sale Properties, dated February 1, 2010.

Summary:

Administration has exhausted all attempts to collect the tax arrears on these properties and the Municipality must now proceed with the public sale. Under the Municipal Government Act, Council must establish a reserve bid and any terms and conditions that apply to the sale of a parcel of land.

Background:

Under the Municipal Government Act, municipalities must offer for sale at public auction any parcels of land shown on their tax arrears list if the tax arrears are not paid by a certain date, which in this case is March 31, 2010 by 10:00 a.m. The Municipal Government Act also permits the Municipality to enter into an agreement with the owner of a parcel of land shown on its tax arrears list based on specific criteria. The parcel of land is removed from the tax sale for as long as the owner maintains the terms of the agreement. To date, no agreements for the payments of tax arrears have been reached between the Municipality and the owners of the parcels of land.

The Municipality has complied with all statutory obligations regarding notification to owners and advertisement of the public auction, as required by the Municipal Government Act.

Rationale for Recommendation(s):

The reserve bids were determined by the Assessment Branch of the Assessment and Taxation Department and reflect market value by comparing sales of properties similar to the tax recovery properties. Details of the reserve bids and conditions of the sale are set out in Attachment 1.

This matter was submitted for Council's consideration on March 9, 2010 at which time, at Councillor Janvier's request, the matter was deferred to the March 23, 2010 regular Council meeting.

Attachments:

1. Reserve Bids and Sale Conditions for Tax Sale Properties

February 1, 2010

Reserve Bids and Sale Conditions for Tax Sale Properties

Notice is hereby given that, under the provision of the Municipal Government Act, The Regional Municipality of Wood Buffalo will offer the following lands for sale by public auction, in the Jubilee Center, 3rd Floor Boardroom, 9909 Franklin Avenue, Fort McMurray, Alberta on Wednesday, March 31, 2010, at 10:00 a.m.

PLAN	BLOCK	LOT	ROLL#	RESERVE BID	LOCATION
3969ET	8	7	60901760	159,460	Fort McMurray
1347TR	31	6	60904800	245,070	Fort McMurray
8321682	1	29	8260003210	50,540	Fort Chipewyan
8321906		105	8460001000	19,790	Janvier

The parcels will be offered for sale subject to reserve bids and to the reservations and conditions contained in the existing certificate of title.

The Regional Municipality of Wood Buffalo may, after the public auction, become the owner of any parcel of land that is not sold at the public auction.

Terms: Cash, Bank Draft or Certified Cheque made payable to the Regional Municipality of Wood Buffalo.

Redemption may be affected by payment of all arrears of taxes and costs at any time prior to the sale.

Subject: Appointments to Council Committees**APPROVALS:**

Surekha Kanzig, General Manager
Kelly Kloss, Deputy Chief Administrative Officer
Kelly Kloss, Chief Administrative Officer (Interim)

Administrative Recommendation(s):

THAT the following appointment be approved, effective immediately:

- Assessment Review Board: _____ to December 31, 2010;
- Communities in Bloom Committee: _____ to December 31, 2010; and
_____ and _____ to December 31, 2011;
- Landlord and Tenant Advisory Board: _____ to December 31, 2011; and
- Library Board: _____ to December 31, 2011.

Summary:

The Selection Committee is recommending appointments to fill mid-term vacancies on four Council boards and committees. In keeping with the established bylaws and regulations, the appointment of individuals to Council boards and committees must be approved by Council.

Background:

Since the annual recruitment campaign in November 2009, the Selection Committee, which is comprised of the Mayor, Councillors Allen, Germain and Vyboh, met to review all applications received. At that time, the Selection Committee also wait-listed a number of candidates who could be called upon in the event that a vacancy occurred throughout the year. A number of resignations have occurred; therefore, the Selection Committee is recommending that wait-listed applicants be appointed to fill the balance of the existing terms of appointment. All wait-listed applicants were contacted to ensure that they remained interested in serving as a volunteer member of the various committees.

Rationale for Recommendation(s):

The appointment of members is necessary to fill existing vacancies and ensure the continued viability of the various Council committees.

Subject: 2010 Capital Budget**APPROVALS:**

Elsie Hutton, Chief Financial Officer

Kelly Kloss, Chief Administrative Officer (Interim)

Administrative Recommendation(s):

1. THAT the 2010 Capital Budget in the amount of \$263,038,720 as set out in Attachment 1, (2010 Capital Budget dated March 23, 2010), be approved.
2. THAT the amended future funding cash flow of \$106,820,000 for multiple year projects as set out in Attachment 2, (2010 Capital Budget – 2009 & Prior Year Projects, dated March 23, 2010), be approved.
3. THAT future funding cash flow of \$542,320,000 for multiple year projects as set out in Attachment 3, (2010 Capital Budget – Multiple Year Projects Starting in 2010, dated March 23, 2010), be approved.
4. THAT individual project financial provisions of Attachments 1, 2 and 3 remain confidential pursuant to sections 16 and 25 of the Freedom of Information and Protection of Privacy Act, R.S.A, 2000 c F-25.

Summary:

In order to be in compliance with the *Municipal Government Act*, Council must adopt a capital budget for each calendar year.

Background:

The 2010 Capital Budget development began in 2009, a process that involved Council and Administration and included review of 2009 & Prior capital budgets' individual project status, potential projects for 2010 and infrastructure projects for medium term capital plan. This process allowed Council and Administration to understand the impact these variables could have on the 2010 Capital Budget and medium term capital plan. The result of this due diligence process was an acknowledgement that there were still prior approved project funds yet to be expended. Administration has proceeded and will continue to address project management and project delivery capacity gaps and has set the 2010 capital budget as a transition to enhanced infrastructure project delivery for the Municipality. This review and work has culminated in a **Balanced, Responsible, Progressive, Aligned and Sensitive 2010 capital budget** that requires an investment of \$263,038,720 in funding. In developing the 2010 Capital Budget, the following criterion was followed in selecting projects;

1. Health or Safety

2. Legislated Changes/ Contractual Obligations
3. Maintenance of Existing Assets
4. Maintain Current Service Levels
5. New Service

In funding the 2010 capital projects, approved grant funding was applied to eligible projects, followed by allocation of the Capital Infrastructure Reserve. Debt financing was then applied within Council mandates.

At the Council meeting of March 9, 2010 a presentation by a local developer was made regarding the development of office space for the Municipality in the Lower Townsite. The intent was to replace the need to renovate the property at 9717 Franklin Avenue. Since that meeting numerous developers have approached Administration with a desire to also explore office space development options. As a result of last meeting's presentation and the additional interest expressed, Administration believes that it is prudent to withdraw the capital budget request for renovations to 9717 Franklin Avenue. This would allow Administration time to fully explore additional options in light of increased developer interest. The goal is to bring back a comprehensive recommendation to Council as soon as possible that will still allow the Municipality to meet office space needs. The capital project request, 9717 Franklin Avenue Lease Improvement - Construction is not included in the Capital Budget documents before Council.

Budget/Financial Implications:

Attachments 1, 2 and 3 itemize the specific capital projects for 2010 and multi-year projects. Pursuant to s. 16 and 25 of the Freedom of Information and Protection of Privacy Act, the specific budget amount for each project has been withheld from public distribution to ensure that procurement processes are not impacted by identifying budget estimates. In accordance with Council resolution, a process will be established to disclose project costs once projects are completed.

Council approval of Attachments 2 and 3 which itemize Multiple Year Capital Projects in progress (where total project cost has changed since last Council approval) or starting in 2010, will allow multiple year projects to proceed seamlessly from one year to the next since Council will be providing, in effect, pre-budget approval for future years. Although Administration will be held to the cash flows as identified on the schedule, tenders may be awarded for the term of the project.

The 2010 Capital Budget includes proposed capital projects totaling \$263,038,720 funded as follows:

Provincial Government Grants (includes FMCDP)	\$ 79,885,221
Federal Government Grants	7,179,585
Debenture Debt Financing	83,900,000
Financial Reserves	86,419,526
PAYG (Pay As You Go – funded from 2010 Operating Budget)	5,654,388
Total 2010 Capital Project Costs	<u>\$263,038,720</u>

The funding of the 2010 capital budget allows the Municipality to use available resources efficiently and keep debt levels within Council set limits.

The Capital Budget continues to be a very dynamic document as priorities, funding, capital estimates and timing of infrastructure change. Thus, Capital Budget amendments are expected and encouraged in order to most effectively allocate the Municipality's financial and human resources.

Attachments:

1. Attachment 1 - 2010 Capital Budget – March 23, 2010.
2. Attachment 2 – 2010 Capital Budget – 2009 & Prior Multiple Year Projects – March 23, 2010.
3. Attachment 3 – 2010 Capital Budget – Multiple Year Projects Starting in 2010 – March 23, 2010.

Regional Municipality of Wood Buffalo 2010 Capital Budget

Project Name	Ward	Total Annual Cost	Grants	Reserve	Other	Operating Budget	Debenture Financing
First year of a multiple year project	MW = Municipality-Wide Project						
Other than first year of a multiple year project	CW = Council Workshop						
2010 Capital Budget - Funded							
Fine Arts Partnership - Capital Contribution	1.1						
Architectural Upgrades Owned-Leased 2010	MW						
Jubilee Center Renovation (6th & 5th Floor) - Design 2010	MW						
Jubilee Center Renovation 2010 - Construction	MW						
Jubilee Center Renovation 2010 - Design	MW						
Anzac Multi-Use Facility - Design	4.1						
Civic Centre	MW						
Community Placemaking 2010	1.1						
Father Mercredi Track Restoration	1.1						
Father Turcotte/Dr Clark Community Park Upgrades	1.1						
Festival Site - Design	MW						
Frank Lacroix Chiller	1.1						
Frank Lacroix Electrical Replacement	1.1						
Gregoire Outdoor Rink & Warm Up Shelter	1.1						
MacDonald Island - General Improvements	1.1						
MacDonald Island - Non Profit Centre (Design)	1.1						
MacDonald Island - Rock Climbing Wall	1.1						
MacDonald Island - Synthetic Field Development (Design)	1.1						
Off-Highway Vehicle Staging Areas and Trails 2010	MW						
Outdoor Synthetic Ice	1.1						
Sister Mary Phillips/Dickinsfield Community Park Upgrades	1.1						
Slow Pitch Diamond Lighting	1.1						
South Municipal Facility (Component 1) - South Station	MW						
South Municipal Facility (Component 2) - Construction	MW						
Sportsfield Restoration Slopitch - Howard Pew	1.1						
Sportsfield Restorations Soccer - St. Anne's School	1.1						
Thickwood Heights Community Centre Redevelopment	1.1						
Thickwood Water Spray Park	1.1						
Timberlea High School Site	1.1						
Urban & Rural Cemetery Development - Design	MW						
Vista Ridge - Site Work and Paving	3.1						
Fort Chipewyan Community Center - Kitchen Restoration	2.1						
Franklin Avenue Revitalization - Pre-Design	1.1						
Franklin Avenue-Hwy 63 Interface - Design & Construction	MW						
Water Supply SE - Supply Line - Mackenzie to SE	MW						
Airport Sewer - Predesign	MW						

Regional Municipality of Wood Buffalo 2010 Capital Budget

Project Name	Ward	Total Annual Cost	Grants	Reserve	Other	Operating Budget	Debenture Financing
First year of a multiple year project	MW = Municipality-Wide Project						
Other than first year of a multiple year project	CW = Council Workshop						
Anzac Sewage Lagoon Upgrade - Construction	4.1						
Athabasca Water Treatment Plant Expansion	MW						
Fort Chipewyan Rural SCADA and PLC Upgrades	2.1						
Fort Chipewyan WTP Back-Up Power Supply	2.1						
Fort MacKay Intake and Raw Water Reservoir - Pre -Design	2.2						
Fort MacKay Lift Station Spare Pump (30HP)	2.2						
Fort McMurray Truck Fill Pavement 2010	1.1						
Lower Townsite Reservoir Upgrade - Construction	1.1						
MacAlpine Crescent Infrastructure Upgrade	1.1						
MacAlpine Crescent Infrastructure Upgrade Phase 2	1.1						
Regional Compost Pad	1.1						
Rural Water & Sewer Servicing - Pre-Design and Design	4.1						
Septage Receiving Station	1.1						
Sewer Main Replacement 2010	1.1						
Shop/Office Space at WWTP Construction	MW						
Solid Waste Office/Shop	1.1						
Storm Main Replacement 2010	1.1						
Thickwood Reservoir Replacement - Pre-Design	1.1						
Transfer Stations & Recycling Depots Construction	MW						
Water Main Replacement 2010	1.1						
WWTP Liquid Waste Receiving Station Design	1.1						
Parsons Creek Reservoir	1.1						
Parsons Creek Water Supply from WTP to Parsons Creek Reservoir	1.1						
Parsons Creek West Access Road - Construction	MW						
Saline Creek King Street Booster Station Phase II	MW						
Saline Creek Supply Line from King Street Booster Station to MacKe	1.1						
Assets & Land Management System	MW						
E-Government - Citizen Access	MW						
Human Resources Information System	MW						
Large Flatbed Scanner	MW						
Timberlea Customer Service Counter Rebuild	MW						
Anzac - Asphalt Roadside Walkways - Design	4.1						
Fort Chipewyan Mission Creek Road Upgrades	2.1						
Fort Chipewyan Water Line Replacements - Design	2.1						
Fort Chipewyan Winter Road Improvements 2010	2.1						
Heavy Equipment Additions 2010	MW						
Heavy Equipment Replacements 2010	MW						
Jubilee Building Replacement of Two Boilers	MW						

Regional Municipality of Wood Buffalo 2010 Capital Budget

Project Name	Ward	Total Annual Cost	Grants	Reserve	Other	Operating Budget	Debenture Financing
First year of a multiple year project	MW = Municipality-Wide Project						
Other than first year of a multiple year project	CW = Council Workshop						
Light Equipment Additions 2010	MW						
Light Equipment Replacements 2010	MW						
Rural Road Rehabilitation 2010	4.4						
Sidewalk Rehabilitation Program Design	1.1						
Snow Storage Facilities - Pre-Design	MW						
Traffic Signal Installations 2010	1.1						
Transit Bus Additions 2010	MW						
Transit Bus Replacements 2010	1.1						
Transit Bus Shelter Replacements & Additions 2010	1.1						
Urban Road Rehabilitation 2010	1.1						
Jubilee Concrete Stairs/Landings Repairs/Replacements	MW						
Heavy Rescue	MW						
Platform Ladder Truck	MW						
Power Generator	MW						
Rescue Boat & Trailer	MW						
Total 2010 Funded Projects		263,038,720	87,064,806	86,419,526		5,654,388	83,900,000

Regional Municipality of Wood Buffalo
2010 Capital Budget - 2009 & Prior Multiple Year Projects

Project Name	2009 & Prior	2010	2011	2012	2013	2014	Thereafter	Page
2010 Capital Budget - Funded								
Multiple year projects - other than first year as approved by Council								
Original budget as approved by Council								
Jubilee Center Renovation 2010 - Design								
Frank Lacroix Chiller								
Anzac Sewage Lagoon Upgrade - Construction								
Athabasca Water Treatment Plant Expansion								
Saline Creek King Street Booster Station Phase II								
Total	96,487,337	62,978,800					4,850,000	164,316,137
Revised budget								
Jubilee Center Renovation 2010 - Design								
Frank Lacroix Chiller								
Anzac Sewage Lagoon Upgrade - Construction								
Athabasca Water Treatment Plant Expansion								
Saline Creek King Street Booster Station Phase II								
Total	96,487,337	18,075,000	64,670,000	31,300,000	15,700,000			226,232,337
Net Change 2011 - "Thereafter"			64,670,000	31,300,000	15,700,000		(4,850,000)	106,820,000
Net Change for Council's approval (Net change 2011 - "Thereafter")								106,820,000

Notes

1. The above schedule shows total project cost for multi year projects that started prior to 2010.
2. Council is requested to pre-approve additional \$106,820,000 in future project cash flows.

Regional Municipality of Wood Buffalo
2010 Capital Budget - Multiple Year Projects starting in 2010

Project Name	2009 & Prior	2010	2011	2012	2013	2014	Thereafter	Page
Multiple year projects - first year								
Civic Centre								
MacDonald Island - Non Profit Centre (Design)								
MacDonald Island - Synthetic Field Development (Design)								
South Municipal Facility (Component 1) - South Station								
South Municipal Facility (Component 2) - Construction								
Thickwood Water Spray Park								
Franklin Avenue-Hwy 63 Interface - Design & Construction								
Fort Chipewyan Rural SCADA and PLC Upgrades								
Lower Townsite Reservoir Upgrade - Construction								
Shop/Office Space at WWTP Construction								
Transfer Stations & Recycling Depots Construction								
Parsons Creek West Access Road - Construction								
Assets & Land Management System								
Human Resources Information System								
Fort Chipewyan Mission Creek Road Upgrades								
Urban Road Rehabilitation 2010								
Parsons Creek Reservoir								
Heavy Rescue								
Total		84,850,000	113,020,000	124,650,000	109,850,000	92,100,000	102,700,000	627,170,000
Total 2011 - "Thereafter"							542,320,000	

Notes

1. The above schedule shows total project cost for multi year projects starting in 2010.
2. Council is requested to pre-approve \$542,320,000 in future project cash flows.

**Subject: Capital Budget Amendment – MacKenzie Industrial Park
Pumphouse and Reservoir****APPROVALS:**

Elsie Hutton, General Manager, Chief Financial Officer

Patty King, Acting Deputy Chief Administrative Officer

Kelly Kloss, Chief Administrative Officer (Interim)

Administrative Recommendation:

1. THAT the Capital Budget be amended as identified in Attachment 1 – Capital Budget Amendment Request – MacKenzie Industrial Park Pumphouse and Reservoir Upgrade, dated March 23, 2010.

Summary:

An amendment is required for reallocation of the Alberta Municipal Infrastructure Program (AMIP) grant funding. Since Council is the approving authority for the Capital Budget, amendments must also be approved by Council.

Background:

The 2009 Capital Budget presented to Council on December 9, 2008 contained a funding allocation of the AMIP grant to the South Municipal Facility. During that meeting Council passed a resolution (08-300) to amend this project from a funded project to an unfunded project pending the review of the Accommodation Master Plan in 2009.

This resulted in an unallocated funding of the AMIP grant to any approved project during 2009. The terms and conditions of the program require the Municipality to utilize the grant funding on an approved project and to report the usage of those funds on an annual basis.

This amendment will allocate the AMIP grant proceeds to an approved eligible project and return Capital Infrastructure Reserve proceeds to be utilized for other required infrastructure projects.

Budget/Financial Implications:

The approval of the capital budget amendment attached will allow for the reallocation of Capital Infrastructure Reserve funding from the current project to new projects, projects experiencing cost pressures, or changes in scope requirements.

Rationale for Recommendation:

This amendment will secure the grant funding with Alberta Transportation as per the requirements outlined in the AMIP grant agreement.

Attachments:

1. Capital Budget Amendment Request – MacKenzie Industrial Park Pumphouse and Reservoir.

Regional Municipality of Wood Buffalo
Capital Budget Amendment Request
Amendment Date: March 23, 2010

Attachment # 1

CURRENT PROJECT NAME: MacKenzie Industrial Park Pumphouse & Reservoir Upgrade

AMENDED PROJECT NAME: MacKenzie Industrial Park Pumphouse & Reservoir Upgrade

Project Amendment

DEPARTMENT: Public Works

BRANCH: Environmnet

CURRENT PROJECT BUDGET

Funded capital project

Current Priority Score

54

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Operating Budget	Other Sources	Debenture Financed
Prior	19,830,000		6,192,019	13,637,981			
2009	-						
2010	-						
Thereafter	-						
TOTAL	19,830,000	-	6,192,019	13,637,981	-	-	-

DESCRIPTION/RATIONALE FOR BUDGET AMENDMENT

The 2009 Capital Budget presented to Council on December 9, 2008 contained a funding allocation of the AMIP grant to the South Municipal Facility. During that meeting Council passed a resolution (08-300) to amend this project from a funded project to an unfunded project pending the review of the Accommodation Master Plan in 2009.

This resulted in an unallocated funding of the AMIP grant to any approved project during 2009. The terms and conditions of the program require the Municipality to utilize the grant funding on an approved project and to report the usage of those funds on an annual basis.

This amendment will allocate the AMIP grant proceeds to an approved eligible project and return Capital Infrastructure Reserve proceeds to be utilized for other required infrastructure projects.

AMENDED PROJECT BUDGET (Only required if project is new, deferred, or amended)

Funded capital project

Amended Priority Score

0

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Operating Budget	Other Sources	Debenture Financed
Prior	19,830,000		19,280,000	550,000			
2009	-						
2010	-						
Thereafter	-						
TOTAL	19,830,000	-	19,280,000	550,000	-	-	-

ADDITIONAL INFORMATION

Public Works - Environment Branch
 Sponsor Department/Branch

Guy Jette, Supervisor, Water
 Project Lead

PLEASE NOTE: Deferred projects must follow the budget process. Deferring a project to a future year does not grant pre-budget approval for that project.

CAPITAL PRIORITY SCORE

MacKenzie Industrial Park Pumphouse & Reservoir Upgrade

HIGH PRIORITY - Project has incurred costs or will need to start in the first year of the 5-year capital plan

MEDIUM PRIORITY - Project does not need to start until the second or third year of 5-year capital plan

LOW PRIORITY - Project does not need to start until the fourth or fifth year of 5-year capital plan

NOT APPLICABLE - Criterion does not apply to this capital project

		High Yr 1	Medium Yr 2 or 3	Low Yr 4 or 5	N/A	Score
		6	3	1	0	
Criteria						
Health or Safety Issue	7					0
Legislation Changes	6					0
Maintain Existing Assets	5					0
Maintain Current Service Levels	4					0
Increase Efficiencies	3					0
Increase Level of Existing Service	2					0
New Service	1					0
Total Priority Score						0

Subject: Local Assessment Review Boards and Composite Assessment Review Boards – Assignment of Members to Boards**APPROVALS:**

Surekha Kanzig, Chief Legislative Officer
Kelly Kloss, Chief Administrative Officer (Interim)

Administrative Recommendation(s):

1. THAT the board assignments to the Local Assessment Review Boards and Composite Assessment Review Boards for 2010, as outlined in Attachment 1 (2010 Assessment Review Boards Appointments, dated March 23, 2010), be approved; and
2. THAT each current member of the Local Assessment Review Boards and Composite Assessment Review Boards be appointed as authorized substitutes for 2010.

Summary:

The Assessment Review Boards Bylaw provides for the assignment of members to both Local and Composite Assessment Review Boards, as well as the appointment of authorized substitutes. The *Municipal Government Act* requires that the assignment of members and appointment of authorized substitutes be approved by Council.

Background:

The recently approved Assessment Review Boards Bylaw (No. 10/003) provides for the establishment of up to two Local Assessment Review Boards and three Composite Assessment Review Boards, each with three members. The establishment of this Bylaw allows each member to serve as an authorized substitute to allow for alternates in case of a vacancy on any Board.

Historically, the Assessment Review Board has met during the day; however, there has been some difficulty in obtaining the required level of representation, which has the potential to delay proceedings. It is recognized that a large percentage of the population in the Regional Municipality of Wood Buffalo are shift-workers, and may have limited availability to participate in hearings. In the interest of ensuring that the Board is able to convene and hear complaints within legislated timeframes, it is necessary to establish more than one Board, each with different representation. If a high volume of complaints is received, multiple Boards would enable different complaints to be heard simultaneously. The proposed structure is similar to that utilized in other mid to large sized Alberta municipalities, and has proven to be the most effective and efficient.

On January 12, 2010, Council appointed members to the Assessment Review Board and to alleviate any confusion surrounding the original appointments, we are recommending the assignment of all appointed members to each of the established Boards.

Alternatives:

1. Establish alternate boards.
2. Appoint alternate authorized substitutes.

Rationale for Recommendation

Administration is recommending the assignment of members, as detailed in Attachment 1. These assignments will ensure that Assessment Review Boards are established in order to provide enough time to enable members to complete mandatory training, and prepare for the upcoming assessment and taxation season. The proposed assignments will also provide a great deal of flexibility in terms of scheduling hearings, thereby ensuring compliance with legislated timelines.

Attachments:

1. 2010 Assessment Review Boards Assignments

2010 Assessment Review Board Assignments

Local Assessment Review Boards

Board No. 1 Dan Deck
 Cameron Donald
 Samuel Odemuyiwa

Board No. 2 Deborah Kerr
 Elmer McRae
 Current Vacancy

Composite Assessment Review Boards

Board No. 1 Dan Deck
 Elmer McRae
 Provincial Member

Board No. 2 Deborah Kerr
 Samuel Odemuyiwa
 Provincial Member

Board No. 3 Cameron Donald
 Current Vacancy
 Provincial Member

Subject: 10 Year Plan to End Homelessness**APPROVALS:**

Carol Theberge, General Manager, Community Services
Kelly Kloss, Chief Administrative Officer (Interim)

Administrative Recommendation(s):

THAT the 2010-2020 Regional Municipality of Wood Buffalo 10 Year Plan to End Homelessness, *Heading Home: The Right Thing to Do*, be approved.

Summary:

The Community Services Advisory Committee is a Council appointed body made up of citizens, Municipal Councillors and supported by administrative staff. The Committee reviewed the Regional Municipality of Wood Buffalo 10 Year Plan to End Homelessness, *Heading Home: The Right Thing to Do*, and is forwarding its recommendation for approval. The Regional Municipality of Wood Buffalo receives funds for homelessness initiatives from Alberta Housing and Urban Affairs and the Federal Ministry of Human Resources and Social Development. In order to receive future funds from the Provincial Government, a long term plan to end homelessness must be in place. The plan must be compatible with the Alberta Secretariat for Action on Homelessness Guiding Principles (Attachment 1).

Background:

In 2000, the Municipality began initiatives to address homelessness in our community which resulted in approval of the 2000 to 2003 Community Plan on Homelessness. This Plan was updated regularly; the last update is the 2007-2010 Community Plan on Homelessness. The new 10 year plan, now under consideration, builds on the past plans and experiences and provides an updated framework for ending homelessness in this region. It adds new operational focus that is directed at ending homelessness as opposed to just managing it. Many successes have been realized over the past ten years, including increasing shelter beds and an “out of the cold” mat program, establishment of the Centre of Hope daytime drop in, a youth home, and expanded support services addressing employment, education, training, transportation, food and health needs.

Success of this program is dependent on the community groups and organizations that contributed to the planning concepts and will contribute to the strategic implementation. Integral to these processes are Wood Buffalo Housing & Development Corporation which contributes strongly to the 10-year plan and will be a strong partner in the delivery of the both operational and capital actions; the Fort McMurray Association for Community Living which offers on-going and confidential employment services to clients; the Salvation Army that has been a strong

contributor in the past and upon whose expertise the developers of the plan relied heavily; the Fellowship Baptist Church's Centre of Hope staff who are contributors to the broad context of research on homelessness and whose operations support program success as well as the Wood Buffalo HIV/Aids Society which operates actively with many of the most chronic homeless, and the United Way of Wood Buffalo whose administrative support and community knowledge is invaluable.

The Regional Municipality of Wood Buffalo is the designated community based organization responsible for the dispersal of funds contributed by the Federal and Provincial Governments to community organizations addressing homelessness. The Provincial Secretariat for Action on Homelessness released its 10 year plan to end homelessness in March 2009. Future Provincial operational and capital funds are contingent upon the Regional Municipality of Wood Buffalo having an approved a long term plan in place.

The Community Services Department held a conference, planning sessions, public consultation and conducted surveys with a broad range of stakeholders to develop a comprehensive plan to move from managing homelessness to ending homelessness. These activities were achieved through administrative funding provided through Alberta Housing and Urban Affairs.

Budget/Financial Implications:

Funding for Homelessness is provided through Provincial and Federal annual grant allocations. The funds are dispersed, as approved by Council, and guided by current Community Plans on Homelessness. The most recent allocation in the spring of 2009 funded 1.32 Million dollars in projects.

The Regional Municipality of Wood Buffalo directly supports the homelessness initiative through the Community Services Department operating budget with a complement of two and one half positions which includes the addition of a Housing Lead position in 2010. Administration is confident that this allocation of staff resources is sufficient for now and the near future.

Rationale for Recommendation(s):

Approval of a long range plan is necessary to secure operational and capital funding from Provincial and Federal government programs to address homelessness. The overarching objective of the plan is to end homelessness in the Regional Municipality of Wood Buffalo in ten years. The Regional Municipality of Wood Buffalo Plan to End Homelessness, *Heading Home: The Right Thing to Do*, focuses on five primary goals; housing, prevention, education, change management, and support services.

Attachments:

1. Guiding Principles of the Alberta Secretariat For Action On Homelessness
2. The Regional Municipality of Wood Buffalo Plan to End Homelessness

The Alberta Secretariat For Action on Homelessness

Guiding Principles

Homelessness is ended in Alberta by 2019

This will mean that even though there may still be emergency shelters available for those who become homeless, those who become homeless will be re-housed into permanent homes within 21 days.

The Secretariat established a set of principles that underpin its Plan and which illustrate what this bold vision means for Alberta.

- **Everyone has access to safe, affordable, permanent housing.**

Every Albertan has a permanent place to live – a place that is secure and stable, and where necessary, barrier-free. A permanent place they can call home.

- **Addressing root causes of homelessness is essential to ending homelessness.**

The Challenges that contribute to homelessness – be it poverty, mental illness, physical illness, addictions, or others – are effectively addressed to help Albertans achieve stability and to prevent homelessness from occurring.

- **Preventing and ending homelessness is a shared responsibility of all orders of government, the community, the corporate sector, service providers, and citizens.**

Homelessness isn't ended through Alberta government action alone. An ongoing spirit of partnership among governments and communities – including businesses, not-for-profit agencies, and private citizens – helps prevent and end homelessness in Alberta communities.

- **Programs and services are evidence – informed in their planning, and demonstrate measurable outcomes.**

Effective programs and services prevent further homelessness from occurring, and help those who are homeless return to housing stability. Good information and research data about homelessness ensures that programs and services are efficient in their operation and effective at achieving their objectives. Staff of homeless

serving agencies need training and professional development to build capacity to deliver on these objectives.

- **Current essential services and supports are maintained during the transition to permanent housing.**

Homeless Albertans are re-housed and are provided with the opportunity to access services and supports that are contemporary, adequate, and effective in helping them achieve stability and maintain housing,

- **Goals and initiatives are client-centered and community-driven.**

Each community faces unique challenges. Each needs flexibility to address those challenges in ways that work for that community, and are most effective for its homeless and at-risk residents. Action on homelessness must be community-led.

- **Funding is long-term, predictable, and aligned with a community plan to end homelessness.**

Community plans to end homelessness are supported with predictable funding that helps municipalities and community-based organizations implement outcome-driven programs, services and initiatives that prevent and end homelessness.



The Regional Municipality Of Wood Buffalo

HEADING HOME: THE RIGHT THING TO DO

10 Year Plan to End Homelessness
2010 – 2020



REGIONAL MUNICIPALITY
OF **WOOD BUFFALO**

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The Regional Municipality of Wood Buffalo would like to thank the many individuals and organizations that generously contributed to the development of this ambitious plan to end homelessness. Your thoughtful contributions and relentless commitment to resolving homeless issues have made the vision to end it a realistic and achievable one. We wish to extend special thanks and appreciation to homeless individuals and those who work with them, whose willingness to disclose personal experiences and ideas have provided important direction to the Plan. It is through these perspectives that we gain unique insights and better understand how to plan our activities to have more relevant and meaningful outcomes. This Plan will serve as a roadmap to guide decisions, activities and resource allocation related to bringing an end to homelessness in the Regional Municipality of Wood Buffalo. This report was compiled by the Community Services administration.

"Since I've been housed, I have been able to control my drug addiction and I now look forward to what lies ahead in my recovery." Housing First client



EXECUTIVE SUMMARY

Regional Municipality of Wood Buffalo 10 Year Plan to End Homelessness

In March of 2009, the Provincial Government released *A Plan for Alberta, Ending Homelessness in 10 years*. The Alberta Plan emphasizes a Housing First model of ending homelessness, a client-centered approach that removes all pre-conditions to being housed. In this model, priority is placed on providing affordable, safe and permanent housing quickly, with minimal requirements for homeless persons beyond signing a standard lease agreement. The Plan for Alberta is described as a comprehensive, “coordinated and sustainable approach to ending homelessness” (Government of Alberta, Housing and Urban Affairs, 2009). All community projects within Alberta requiring provincial funding are required to fit within the outlined parameters of this overarching Plan for the Province. The Regional Municipality of Wood Buffalo (RMWB) Plan to End Homelessness aligns with the Alberta Plan in its emphasis on housing first and the belief that housing is a basic human right.

The Regional Municipality of Wood Buffalo Plan entails a fundamental change in how the issue of homelessness is addressed operationally as responders move from managing homelessness to ending homelessness. To achieve this end, the Plan has five goals which outline actions to build community support for Housing First. These goals are as follows, education – to build support to end homelessness using the housing first approach, secondly, change management – to successfully transition local systems to housing first, thirdly, prevention – develop a service system to prevent homelessness, fourthly, re-housing – rapidly re-house the current homeless individuals, and fifthly, provision of supports – to provide supports for housing stability. In addition to presenting these goals, the report articulates outcomes and indicators to monitor and evaluate progress achieved.

Implementing Housing First in the community requires a purposeful strategy. The Homelessness Initiatives Strategic Committee vision is that our regions collaborative support system will prevent homelessness and provide the necessary supports and resources to end homelessness by 2020.

INTRODUCTION

This plan is an ambitious endeavor to move the community from managing homelessness to finally ending it. To do this, the plan begins with a brief outline of the philosophy behind the Housing First approach that has been adopted and mandated by the Provincial Government as the chosen method to end homelessness in Alberta. The key structures in this community that not only have the capacity to take on this challenge, but also the passion and desire to see it move forward will be highlighted. Locally, there have been a total of four counts conducted to determine the number of homeless living on the streets on a particular day. This information as well as other research, has been collected and analyzed to present a profile of the homeless population in this area. This too will be emphasized in the plan, as well as a profile of the assets and gaps that currently exist within the Municipality as it relates to homelessness.

Key stakeholders in the community who are also involved with the Homelessness Initiatives Strategic Committee (HISC) helped facilitate and provided additional input in the public community consultations, focus groups with the homeless and planning sessions with the homeless serving agencies. The feedback received from these engagements have formed the framework for this plan which centers around five goal areas each with specific outcomes and tangible actions directly related to these outcomes. Included also is a section on the social return on investment analysis that is a method for understanding, measuring and reporting on both the social and financial value that is being generated for the community plan relative to its investments.

A plan costing model involves a comparison of the costs of managing homelessness to the costs of ending homelessness. These tables were developed using formulas provided by the Secretariat, and provincial data presented in the Provincial Ten Year Plan where none was available locally. The cost of homelessness is not limited to one department but a responsibility that to be shared multi jurisdictionally. The expenses related to homelessness outlined in the table reflect this but also highlights that it costs more to manage homelessness than it does to end it.

In the midst of this 'land of opportunity', it is not acceptable to have homeless people living on the streets. Socially, morally and ethically, it is the obligation of this community to do something, to do the right thing. This plan is a guide on how to end homelessness.

Vision

Our region's collaborative support system will prevent homelessness and provide the necessary supports and resources to end homelessness by 2020.

Beliefs

We believe access to housing is a basic human right, and homelessness contradicts this right to safe and adequate shelter. We believe acknowledging housing as a human rights issue improves how homeless people are viewed and treated. These beliefs help set the proper context for addressing homelessness through approaches that extend dignity and protection to homeless people and aim to re-establish their rights.

HOUSING FIRST



To address homelessness, towns and cities across the country and throughout North America have implemented various models and tools to effectively house those living on the streets. One such tool that has been identified to work particularly well in Canada has been the Housing First model. Its success has been proven in areas such as downtown Toronto in their 'Streets to Homes' program.

The Housing First approach to end homelessness is purposeful and no nonsense. To end homelessness requires housing people first, and then giving them supports to sustain housing later. Housing is viewed as a right of everyone within society and not a reward for clinical or programmatic success. A Housing First approach moves homeless individuals immediately from the streets or homeless shelters into their own apartments or homes. While housing is not contingent on compliance with services, it is understood that once settled in a stable living situation, homeless individuals can more successfully engage with the variety of services available to them. Supportive services are available but not mandatory, and treatment is not a condition of housing. Housing First shifts away from "housing readiness" and provides housing rapidly, with supports to come later. This means housing becomes the first step in moving out of homelessness, not the last.

This approach suggests a critical shift in thinking away from a perspective of homelessness as an individual issue to one that frames it as a societal one and a threat to basic human rights. It moves away from the perspective that housing is a privilege. It embraces an understanding that permanent housing allows individuals the ability to address barriers confronting them without struggling with homelessness. In this way, the promise of housing is not an incentive or a leverage factor to secure client compliance or commitment, but recognition that pressing housing needs have to be addressed before a client can expect to be successful.

Housing First Best Practice Research

The Housing First model was introduced by American non-profit agencies in the early 1990s, and continues to demonstrate continued success and best practice. The City of Toronto was the first jurisdiction in Canada to implement a comprehensive strategy with their '*Streets to Homes*' program. This project found 90% of clients still in stable housing one year after being housed. Of those still in stable accommodation, 85% perceived ongoing tenure to be secure and believed themselves to have a positive future (Toronto Shelter Support & Housing Administration, 2007). Post-occupancy

surveys reported clients' quality of life improved. They experienced a reduced use of drugs and alcohol, less interaction with legal system and better and more appropriate access to health care (Streets to Homes, Frontline and Supervisors Training Manual, 2009).

Another example of an initiative consistent with Housing First is the '*Portland Hotel*'. Notwithstanding its name, the Portland Hotel provides permanent accommodation for 86 adults with mental illnesses, addictions and other problems. It combines housing with professional supports to assist residents according to their individual needs and desires (Raising the Roof, Case Study, 2009). The Canadian Housing and Renewal Association (CHRA), 2009 Robert Hale Jr. Award winner, '*Buffalo Housing First Program*' in Red Deer, Alberta, is another good example of a Housing First success story. The Buffalo Hotel Housing provides Housing First services to 40 individuals with the greatest need who are currently living on the street.

Benefits of Housing First to Homeless Person

The Housing First approach gives the stability of a home, which allows a homeless person to separate housing issues from other life issues, and doesn't make one, the prerequisite of the other. In recent years, more research has been conducted and thus it is generally accepted that individuals who have secured a permanent residence are not only more likely to be willing to resolve their 'social deficits', they also achieve a higher level of success (Fort McMurray Housing Needs Count, 2008, 16). The presumption is that once housed, previously homeless persons can more adequately concentrate on improving their life circumstances and/or working through the issues that contributed to their homelessness. Research verifies that serving clients within their own environment helps decrease fear and improve the therapeutic alliance which results in increased reception of treatment.

Post-occupancy surveys conducted on Housing First projects also show significant benefits for previously homeless persons in improving their quality of life. Toronto's '*Streets to Homes*' program reported significant improvements to health (70% of those surveyed), personal security (72%), nutrition (65%), stress levels (60%) and mental health (57%). In addition, alcohol and drug use was significantly reduced, less interaction with legal systems, and better access to health care (Cost Savings Analysis of the Enhanced Streets to Homes Program, 2009).

Similarly, the Denver Housing First Collaborative reported that 15% of their clients displayed decreases in substance abuse, while 50% reported improved health status. (Cost Savings Analysis of the Enhanced Streets to Homes Program, 2009; Periman & Parvensky, 2006). It has also been proven that the best place for clients to learn the skills necessary for housing stability is while in housing (National Alliance to End Homelessness, 2006). Housing First approaches help clients move towards greater self-reliance. In some cases, clients pay rent directly to landlords, either through their own

income or through social assistance benefits to which they are entitled. In this way, clients become more financially and independently stable.

Benefits to Community

Homelessness has significant economic costs to various health, justice and emergency service systems. A substantial amount of qualitative and quantitative research is available to illustrate this fact (Kern County, 2008, 21; Hirsh et al, 2007; Salit et al, 1998; Diamond et al, 1991). According to the National Alliance to End Homelessness in the United States, the costs of homelessness can be quite high because people who are chronically homeless frequently access health care, mental health, and family support services in their most expensive forms (hospital emergency rooms, law enforcement, mental health services and other crisis intervention venues). Subsequent research from the United States demonstrates that consistently higher cost service systems which are intended to provide a temporary or emergency service response are frequently used by homeless individuals to meet their basic daily needs, while the cost of providing stable, permanent housing is low in comparison (Hirsch et al, 2007).

Studies have been completed that have followed chronically homeless individuals for period of time and found each person consumed a much higher percentage of public services within that time frame than the cost to initiate a Housing First or housing response program. A Plan for Alberta, confirms this finding. If the province were to continue to manage homelessness, it would incur a cost of \$6.56 billion over 10 years compared to \$3.3 billion to end it (A Plan for Alberta: Ending Homelessness in 10 Years, 2008, 11).

Examples of studies that have been conducted in other jurisdictions further illustrate this point:

- *'Streets to Homes'*, Toronto, indicated that in a year after being housed, there was a "38% reduction in the number of individuals using ambulance services, 40% decrease in individuals using the emergency room, and 25% reduction in individuals requiring a hospital stay (Cost Savings Analysis of the Enhanced Streets to Homes Program, 2009, 5).
- A survey done by the B.C. Government in 2001 found that the average annual cost to taxpayers of leaving someone on the street ranges from \$30,000 to \$40,000. The average annual cost of providing a single supportive-housing unit, including the cost of the unit and supports, ranged from \$22,000 to \$28,000 per year (Wadsworth, 2008). Putting chronically homeless people into permanent housing with access to case management and services will reduce their use of services designed for emergency use.

- The University of California followed 15 chronically homeless individuals for 18 months and found each person consumed \$200, 000 in public services (Calgary Committee to End Homelessness, 2008).

These examples further illustrate that it costs more to manage the problem of homelessness than it would take to end it.

Having no fixed address means being excluded from all that is associated with having a home, a surrounding neighbourhood and an established community network. By placing homeless people directly into housing, they are being integrated back into the community. Community integration is essential for formerly homeless people to feel their housing is their home and that the neighbourhood is their community.

HOUSING FIRST FOR ALBERTA

The Provincial Government of Alberta released “A Plan for Alberta: Ending Homelessness in 10 years” in March 2009, and it supports the Housing First model as the approach that communities in Alberta will use to address the issue of homelessness. Within the Provincial Plan, there are definite goals, timelines and financial requirements for the Province of Alberta. The key elements are centered on five priority areas for action: better information, aggressive assistance, coordinated systems, more housing options, and effective policies (*A Plan for Alberta, Ending Homelessness in 10 years*, 18). In addition, the Alberta Secretariat constructed ‘basic criteria’ that should be considered and included in community multi-year plans to ensure alignment with the provincial plan.

It’s ‘basic criteria’ includes:

- Moving people into housing directly from streets and shelters without preconditions of treatment acceptance or compliance.
- Contracting a service provider to make available robust support services to the client. These services are predicated on assertive engagement, not coercion.
- Embracing a harm reduction approach to addictions rather than mandating abstinence. At the same time, the provider must be prepared to support client commitments to recovery.
- Fulfilling landlord-tenant agreements in order for tenancy to continue. Clients have protection under the law.
- Implementation is either a project-based or scattered site housing model.

- Moving clients toward the highest level of self-reliance possible. Support services are not intended to continue indefinitely (Alberta Secretariat for Action on Homelessness, 2009).

History of Homelessness Plans and Integration of Housing First

Currently, the community is utilizing a multi-year plan. *The 2007-2010 Community Plan on Homelessness and Affordable Housing* was drafted as a three year plan to address the assets and gaps as well as set out priorities for the Regional Municipality of Wood Buffalo, in consultation with its community partners. It is evident that even though the 2007-2010 Community Plan does not specifically name the Housing First approach as the direction to follow, the provincial priorities for action are very much integrated within its principles and objectives. The focus of the 2007-2010 Homelessness and Affordable Housing Plan was reduction of homelessness using mainly transitional housing. It also addressed improvements to services, quality of services, capacity and coordination, developing an 'inclusive community' and opportunities for a place to live for homeless persons. When the next update for the federal government is required, its direction will be taken from this 10 Year Plan in order to ensure a seamless transition between plans.

Traditional Approach to Addressing Homelessness

The traditional 'Continuum of Care' approach used in the past, emphasized "housing readiness" which implied that homeless persons were only put into housing once they were "ready" or eligible for specific type of housing (*Kern County's Plan to End Chronic Homelessness*, 2008, 5)." Homeless individuals were encouraged to move through different "levels", along the 'Continuum of Care', from the streets to emergency shelter, to transitional housing and gradually into an apartment of their own. As part of this continuum, homeless individuals were required to go through drug, alcohol and/or mental health treatment and multiple stages of housing steps, before actually being housed. The 'Continuum of Care' model placed expectations on homeless individuals that limited their ability to achieve success. Many homeless individuals could not receive housing until their situation improved but were often unable to improve their situation until they were housed, resulting in a cyclical and ineffective process.

Implementing Housing First

To implement a Housing First model in a community that has traditionally used the continuum of care model requires a fundamental shift in thinking and operating, as responders move from managing homelessness to ending homelessness. The approach involves shifting emphasis in system delivery from emergency and transitional housing to permanent housing. A Housing First approach necessitates changes in how services are targeted and offered to homeless who are no longer expected to transition along a set of steps to achieve stable housing. Instead they receive immediate housing assistance and needed service supports. This approach requires enhanced cooperation of agencies to create a seamless response to ensure people are not released

into homelessness. It requires providing intensive supports tailored to each homeless individual to ensure they can be successful once housed. It involves new partnerships with private sector landlords to provide housing units and to support people once housed. In addition, it involves an increased emphasis on consistent, coordinated data collection and reporting to ensure the outcomes associated with Housing First are being realized.

Homeless serving organizations will also be impacted by the changes brought about in implementing a Housing First model. Other than the issue of having the physical staff in place, staff must now be skilled in particular areas to be effective at Housing First. Staff will need computer and writing skills to input data, produce reports and navigate the web-based provincial data collection software. They will need to be educated on how to do case management as part of a team with other agencies in the community. As Housing First becomes integrated into the community, organizations will need to partner together to house the homeless and deliver the required services.

KEY STRUCTURES TO ADDRESS HOMELESSNESS

The Regional Municipality of Wood Buffalo is the designated Community Based Organization (CBO) responsible for coordinating the implementation of the National Homelessness Partnership Strategy via the Community Plan in the region. As the community based organization, it receives funding from both Federal and Provincial governments to address local priorities with respect to facilities that provide support services in cooperation with community stakeholders. The Regional Municipality of Wood Buffalo's Neighbourhood and Community Development branch plays a lead role in building community capacity to address homelessness and to manage contractual agreements with local programs.

In the past, the Homelessness Initiative Steering Committee (HISC) played a significant leadership role in the development of all three previous Community Plans on Homelessness and Affordable Housing. Formed in 2000 as a community based committee to oversee the Community Plan on Homelessness and Affordable Housing, it assisted in setting the strategic direction and priorities for action. The committee was instrumental in building partnerships between all levels of Government and with organizations, undertaking a role to help achieve the common vision and objectives within the 2007-2010 plan.

With direction from the group, the Homelessness Initiatives Steering Committee underwent a significant restructuring in early 2009 to streamline its role and redefine its purpose and effectiveness. The Homelessness Initiative Steering Committee was divided into two separate committees, each with its own membership and terms of reference. One committee, the executive group, later renamed Homelessness Initiatives Strategic Committee (HISC) is made up of representatives from both levels of government as well as other key stakeholders in the community, and takes

on the role for stewarding the Community Plan on Homelessness, strategic planning, funding, communication, research and best practice. As part of the strategic planning, this committee also reviews project proposals submitted for funding under the Community Plan to ensure that the identified priorities outlined in the Plan are addressed.

The second committee, the Community Housing Agencies Team (CHAT), is a group composed primarily of front line service providers and government employees who directly interact with homeless individuals and families. The purpose of the Community Housing Agencies Team is to improve the effectiveness and efficiency of service delivery and to identify and respond to emerging issues. The team focuses on sharing data and project information, educating, creating awareness and identifying emerging homelessness issues. They share a role with the HISC group related to creating public awareness and communication, engaging the public in homelessness planning and implementing processes, as well as with monitoring and evaluating the Plan.

A key structure in the community as well as a vital partner in this journey to end homelessness is Wood Buffalo Housing & Development Corporation (WBHDC). It was incorporated as a subsidiary Part 9 Not-for-Profit Corporation of the Regional Municipality of Wood Buffalo under the Companies Act in 2001. Its mandate is “to provide affordable housing and related services to senior citizens and low and middle income families living within the Regional Municipality of Wood Buffalo”. Wood Buffalo Housing & Development Corporation is an important organization and partner in combating homelessness and in making affordable housing a reality for every resident in the region. Through affordable housing developments and the administration of provincial housing subsidy programs, they provide people the opportunity to establish their own secure footing in the community. Moving forward with the Plan to end homelessness will require a continued investment in the partnership to ensure success.

METHODOLOGY

The methodology for developing this ten year plan involved consultations with the Alberta Secretariat for Action on Homelessness, the public, key stakeholders and the homeless persons themselves. The Homelessness Initiatives Strategic Committee, the Community Housing Agencies Team and the Community Based organization were also consulted. In addition, a number of public information events were held including a Housing First Conference and a strategic planning session to generate support and to develop a strategy to end homelessness using a Housing First Approach. Appendix I contains a complete review of the feedback generated from participants attending the Housing First Conference.

A public consultation was held on September 15, 2009 where participants, working in small groups, were tasked with identifying how key strategy areas

of Housing First would be implemented, considering such issues as lack of affordable housing units and high migration to the region that put extra stress on local agencies. They were also asked to consider root causes of homelessness and potential strategies to address them.

A workshop was held with members of the Homelessness Initiatives Strategic Committee group to develop a new vision statement to end homelessness. Sample vision statements were provided from other community 10 Year Plans to stimulate discussion and to highlight key areas where a Housing First vision stands apart from other statements. In addition, surveys were conducted with members of the Homelessness Initiatives Strategic Committee, the Community Housing Agencies Team and the Community Based Organization that posed questions to assess how they anticipated their roles and responsibilities to change as they shifted their focus from managing to ending homelessness. The survey asked how the new system changes could be better managed and coordinated and where opportunities may lie for innovation, new partnerships, new techniques and practices. The survey generated feedback related to their leadership roles and responsibilities in relation to fulfilling the outcomes of the multi-year plan.

The Centre of Hope consulted with homeless persons about Housing First. They asked what patrons wanted in a Housing First approach in terms of location, size, cost etc. of housing units. Appendix II contains a complete review of the data generated in these consultations.

PROFILE OF HOMELESSNESS

It is important to have a good understanding of the local community in order to ensure an effective local response when implementing a new approach to an old issue. Within the municipality are the communities of Fort McMurray, Anzac, Conklin, Fort Chipewyan, Fort Fitzgerald, Fort McKay, Gregoire Lake Estates, Janvier, Mariana Lake, Saprae Creek Estates, Draper and a large rural area. The region also encompasses the reserves and traditional lands of five First Nations and seven Métis locals. Homeless services and supports are offered only in the urban centre, and data on the issue is also only collected for Fort McMurray.

Persons in rural communities who have exhausted any local extended family or support system for housing drift to the city as homeless and are counted in data collected centrally. The population in 2008 was 72,363 for the urban service area, with a regional total of 103,334. This includes approximately 26,000 workers housed in camps in the region. There is some debate about the inclusion of these workers in a census as permanent residents. This debate exists outside the parameters of this plan; however, a displaced/terminated camp worker is also immediately without housing and places additional stress on the homeless serving agencies in Fort McMurray. This makes the size of the camp worker population relevant for consideration within this plan.

The region has experienced explosive economic and population growth over the last ten years resulting in high housing costs, low rental vacancy rates and other circumstances which drive homelessness. In-migration exists at much higher levels than in economically stable communities. Housing stock cannot be developed fast enough to meet average needs, prices are therefore at a premium rate, and sub-standard living arrangements and overcrowding conditions become part of the continuum of normal and/or acceptable means of shelter. Support services already stressed by dynamic economic factors become even more inadequate. Data on homelessness in the Regional Municipality of Wood Buffalo has been collected since 2003. The data sources available that have been compiled to create this profile include:

- Homeless Counts 2003, 2004, 2006, 2008;
- RMWB Census Reports 2003, 2004, 2006, and 2008;
- Youth Housing Needs Report 2007;
- Housing Needs Survey Analysis 2006;
- 7-Cities on Housing and Homeless Evaluation 2009;
- Synergy Report 2009.



Totals of Homeless Counts

Homeless Counts per year	Number Of persons
2003	339
2004	355
2006	441
2008	549

- As recorded from 2004 to 2008, an average of 74% sees themselves as being in Fort McMurray six months from now (date of count)
- Gender ratio remains constant from 2003 to 2008: 75% male, 25% female
- It is worth specific mention that while these demographics in general are similar to trends across the province, the increase in the homeless population in Fort McMurray is greater than in other communities. In fact, in 2006, the rate of homelessness per 65,000 in Fort McMurray *doubles* that of Calgary, Edmonton and Grande Prairie.

Observed Race

Year of count	2003	2004	2006	2008
Aboriginal	131	128	131	129
Caucasian	107	121	200	256
Other	n/a	14	41	93
Non-identified	101	92	69	71

- Aboriginal homeless remains quite static
- "Other" was counted as 8% of total in 2003 and 19% of total in 2008. This was a very significant increase in a diverse 'immigrant' population within the homeless group.
- Caucasian numbers have also increased significantly.
- During the counts, volunteers only 'observed' race. In the case where the volunteer did not note the race, these were categorized as non-identified.

Homeless Youth

A youth housing needs study was conducted across junior and senior high schools and selected street locations in 2007.

- 65 youth between ages 12 and 17 self-identified as homeless
- The factors contributing most significantly to family breakdown were recorded as: family conflict including physical/sexual assault (48%) and substance abuse issues for family, youth, or both (42%)
- 61% of homeless youth were male
- More than 1/3 of the total group had been in the care of Alberta's Children's Authority at some point.

The current data on homelessness suggests that there are distinct factors associated with Fort McMurray's homeless population. These characteristics include a homeless population that is, in general, better educated than the homeless profiled in other communities. For example, the Synergy Report of 2009 indicated a provincial average of 25% completed high school; 36% in Fort McMurray. Provincially 11% had completed post-secondary education; 15% in Fort McMurray. Another unique characteristic is a higher than usual rate of employed-homeless which may reflect the extreme cost of housing and an inability of employed persons to access affordable housing.

As recorded in the 2008 Housing Needs Count (only street contacts, not an agency survey) 51% of individuals reported having an income, 68% responded that they were employed and 13% received government support. This suggests the need for permanent, affordable housing options targeted to low income individuals. Across the province it has been established that housing costs and low vacancy rates impact numbers of homeless. It must be recognized that these situations are at the provincial extremes in Fort McMurray.

Agencies serving the homeless across the province express challenges, such as difficulty in staff retention and recruitment, and in accessing relevant training, as barriers to providing adequate service delivery. Again, both the isolation and cost of living factors make these challenges more extreme in the Fort McMurray area.

POPULATIONS OF HOMELESS

The definitions for homeless categories as described in this plan are the same as those used by the province in *A Plan for Alberta*. However of note is that local data has not been collected under these categories. Therefore the profiles were developed from compilations of related data from a number of sources, including those documents already cited in this section.

Chronic Homeless

A person or family is considered chronically homeless if he/she/they have either been continuously homeless for a year or more, or have had at least four episodes of homelessness in the past three years. In order to be considered chronically homeless, a person must have been sleeping in a place not meant for human habitation (e.g. living on the streets) and/or in an emergency homeless shelter.

It is likely that approximately 200 of Fort McMurray's homeless population represent chronic homeless individuals, or an estimated 30% of the total group. About 5% of this sub-population is over the age of 55, and beginning to experience the physical deterioration common to age and the 'lifestyle' of the 'street'. Most of this group present with borderline malnutrition, and neglected dental and vision care, as well as other routine health care screening and vaccinations. These characteristics are very visibly highlighted in both the 2006 Housing Needs Survey Analysis and in the Synergy Report.

Transient Homeless

The term transient refers to an individual who is homeless for less than a year and has experienced fewer than four episodes of homelessness in the past three years. In Fort McMurray, this is highly descriptive of the youth homeless population (ages 12 to 17). A report conducted in 2007, titled Youth Housing Needs Report detailed a minimum of 65 youth who self-reported transient homeless living conditions. The barriers impacting their housing stability as described in the report included home situations of conflict, family violence, and substance abuse. Youth indicated they found shelter on friends' couches, in parks, tents and in other unsuitable places.

Others who fit this category are only slightly older, generally in their mid-to-late 20s. They migrate from other parts of the province or the country, and arrive mostly in the spring/summer months when the weather is more suitable to outdoor living. They are often attracted by the 'gold-in-the – streets' myths of the Oil Sands, and by the myths perpetrated in the media that depict Fort McMurray as a "party town". Generally they have had

sporadic unskilled employment, and possess a marginal set of life skills. They



sustain temporary housing through networks of 'peers' often pooling resources to obtain accommodation until job loss or inter-group dynamics destabilize the housing unit. These characteristics are highlighted in the 2006 Housing Needs Survey Analysis. Seasonal trends are indicated in reviewing occupancy statistics of shelters. This is further validated when seasonal data was compared between homeless counts.

Employable Homeless

The employable homeless are those who do not suffer from any major barriers to employment (such as serious psychiatric, medical, or substance abuse problems, criminal behaviors, limited education, or lack of work experience), but who require assistance to find permanent housing and move to self-reliance. In Fort McMurray, a good portion of the homeless are, in fact, the employed homeless. In other communities it is unlikely that these people would be homeless. They have both sufficient life skills and work skills to be successful. However, they likely have been among the working poor or at least have been underemployed.

Also represented in this group are those who have been successfully employed in the region, and for any number of reasons become unexpectedly unemployed. With the high monthly cost of living, it is easy to lose one's accommodation. Additionally, this group would include camp workers. Lay offs or termination of camp workers employment also contribute to homelessness when individuals suddenly find themselves without the benefit of employer housing and are facing high rental costs. Another group in this category is the immigrant worker who shares most of the characteristics of the profile above, but has issues further complicated by cultural and language barriers.

Homeless Families

Homeless families refer to those who are homeless and are parents with minor children; adults with legal custody of children; a couple in which one person is pregnant; or multi-generational families. Many members of this group are women fleeing abusive domestic situations and struggling to re-establish independent homes for themselves and their children. It also includes families who move to the region and find themselves confronted with high housing and rental costs. The family unit has often been broken apart prior to being reflected in homeless statistics. The children might be in

care, with relatives, or with a single mother head-of-household. A mother, a father, or a couch-surfing youth may in actuality represent a homeless family statistic.

PROFILE OF ASSETS AND GAPS

There are many existing physical and system assets that can be restructured and enhanced to apply toward the effort of ending homelessness. In the implementation of this Plan, consideration also needs to be given to the predominant assets and gaps that may impact the effectiveness of Housing First activities.

One of the most promising 'assets' across the community is a pre-existing value that 'homelessness' is, in and of itself, a social issue that the community needs to be responsible for addressing. Having this cultural value present in the local community is a pre-existing support for this kind of model that will be an asset throughout implementation. Given the community profiles, it is likely that shelter space will continue to be needed, for sheltering victims of domestic violence, youth and other homeless persons in the short term. It is believed sufficient shelter resources exist for these purposes.

Casework management and coordination is a specific methodology that has developed historically in the field of professional social work education. It is essentially the best-to-date system for operating wrap-around supports. Agencies that have leadership roles in the new Housing First projects have already undertaken processes to develop skills in using this kind of model rather than a triage one. Gaps currently exist where agencies lack the physical and financial capacity to support the coordination, information sharing, and proactive planning required for a seamless community implementation. This has been documented in various studies of social needs in Wood Buffalo, including the Social Needs Assessment completed in 2002 by the Regional Municipality of Wood Buffalo.

Perhaps the most predominant and visible gap is the lack of a permanent, affordable housing stock. Older apartment buildings, hotels, and other stock which may be renovation material in other communities, are not readily available here. The demand for market-rate housing exceeds supply and with the vulnerable populations, it has had an odd effect of impacting transitional housing programs in the community. With nothing to transition to, there has been a trend to extend parameters of transition to something close to permanent in some cases. Nonetheless, housing stock is obviously necessary for implementation of any kind of Housing First. Wood Buffalo Housing & Development Corporation (WBHADC) is a key partner in creating new stock that is suitable and affordable.

10 YEAR PLAN TO END HOMELESSNESS

Feedback from the individual and agency consultations in the community has been summarized and forms the basic framework necessary to move from managing homelessness to ending homelessness. This Plan to end homelessness has five goals that outline actions to build community support for Housing First, manage the transition to a Housing First approach and relate to preventing homelessness, rapidly re-housing those in need and supporting their activities.

Each of the five goal areas has one or more desired outcomes as well as tangible, relevant actions to achieve those outcomes. Indicators of success and established timelines have also been included in order to track progress. These actions and timelines will determine the direction of the annual service delivery plan prepared for the Provincial government.



GOAL 1: EDUCATION

BUILD SUPPORT TO END HOMELESSNESS USING HOUSING FIRST APPROACH

Implementing the Housing First approach in the community requires a strategic method to build support and understanding. A number of initiatives were conducted in 2009 to support the goal of building awareness for ending homelessness locally using Housing First. These activities promoted Housing First best practice research, engaged and educated a broad sector of the community on Housing First successes, and secured community buy-in and commitment from key stakeholders.

These preliminary initiatives included a 2009 training session in Toronto related to Housing First attended by the municipal homelessness coordinator and a local agency representative. The training session introduced the concept and practice of the Housing First philosophy and its potential for this community. A Housing First Conference was instrumental in igniting local interest and in securing initial community support for ending homelessness with Housing First.

A strategic planning session was held after the Housing First Conference to determine local requirements for implementing Housing First in the region. It involved a discussion of Housing First elements to consider and framed a review of the existing system of service. The session helped the community to consider Housing First in light of the outcomes it would bring about. It also showed the impact it would generate as the community shifted its focus on emergency services and a continuum of housing to focus on providing immediate permanent housing and supports.

Outcome 1: Increase community interest and support for ending homelessness

TIMELINE: pre-planning (immediate)

ACTIONS:

1.1 Promote best practice research

- Host a local Housing First Conference to educate the general public and service providers on benefits of ending homelessness with a Housing First approach. ☐
- Look at best practices related to policies that would allow agencies more authority to make decisions and move forward, i.e. longer term contracts. ☐
- Create communication avenues to share important planning information, implementation issues and or discuss promising ☐

practices. (i.e. Develop a local community web resource or calendar).	
1.2 Engage and educate the community <ul style="list-style-type: none"> • Develop a communications plan to generate broad support for Housing First and cross sector participation as well as private and public support (i.e. Educate landlords about the client benefits and cost savings). • Encourage the homelessness service providers to tour Housing First programs firsthand and provide education opportunities to enhance knowledge of the Housing First approach (i.e. Conferences). 	<input type="checkbox"/> <input type="checkbox"/>
1.3 Secure commitment and engagement from key stakeholders <ul style="list-style-type: none"> • Invite the Provincial Secretariat for Action on Homelessness to deliver presentations to Mayor and elected officials as well as to local community leaders on opportunities for ending homelessness with a Housing First approach. • Host a strategic planning session to review and assess the existing system of service and task agencies to consider where each would “fit” in a different system of service delivery using the Housing First approach. 	<input type="checkbox"/> <input type="checkbox"/>
1.4 Identify and engage a local champion <ul style="list-style-type: none"> • Identify a local person with a passion for community or a special talent or ability to generate broad public appeal for the Plan to End Homelessness. Rather than target a public official, identify a local “hero” or champion. 	<input type="checkbox"/>
SUPPORTING ACTION: None identified	
INDICATOR(S) OF PROGRESS: <ul style="list-style-type: none"> • Stakeholders engaged in local activities express interest/support for ending homelessness using the Housing First approach. • Groups normally not involved in addressing homelessness show support for Housing First (i.e. local landlords). • Related media is positive. No “Not In My Backyard” (NIMBY) issues arise. The public reports ongoing support for ending homelessness and agencies prepare to re-arrange services to fit with delivering a Housing First approach. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

SUCCESSFULLY TRANSITION LOCAL SYSTEMS TO HOUSING FIRST

[illegible]

<p>2. 3. Articulate Housing First coordination processes</p> <ul style="list-style-type: none"> Clarify how newly coordinated processes will function (i.e. Discharge planning to prevent institutional homelessness of youth, mentally ill). 	<input type="checkbox"/>
<p>2.4 Shift and expand existing referral systems to move toward a case management model</p> <ul style="list-style-type: none"> Shift and expand existing referral systems to move toward a case management, wrap-around model of service provision to ensure coordinated and holistic agency approach to addressing multiple barriers to housing. 	<input type="checkbox"/>
<p>2. 5 Identify community resources available to be applied, leveraged and/or directed toward Housing First activities</p> <ul style="list-style-type: none"> Identify existing community resources and processes to support Housing First. 	<input type="checkbox"/>
<p>2.6 Increase housing resources for Housing First</p> <ul style="list-style-type: none"> Initiate a formal campaign to advocate for funding and infrastructure to support the development of affordable permanent housing. Work with Wood Buffalo Housing & Development Corporation to identify/dedicate resources to maximize available affordable housing units. 	<input type="checkbox"/> <input type="checkbox"/>
<p>SUPPORTING ACTION:</p> <ul style="list-style-type: none"> Partner with Northern Aboriginal Business Association (NABA) and organizations such as Athabasca Tribal Council (ATC) to deliver/support Housing First activities. 	<input type="checkbox"/>
<p>INDICATOR(S) OF PROGRESS:</p> <ul style="list-style-type: none"> Agencies report working together to coordinate systems of services to end homelessness with Housing First. Clients report referrals and connections to supports are appropriate. Community resources available are clearly defined. Clearly defined processes that articulate new system of Housing First. Social Return on Investment (SROI) data sources identified and collection of this information is activated (i.e. Costs of hospital stays, shelter use, ambulance usage, police arrests, 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

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<ul style="list-style-type: none"> • Encourage support of Housing First approach from bylaw, law enforcement and other municipal departments and branches as necessary. 	<input type="checkbox"/>
<p>4.2 Establish long term commitment from mainstream service providers to participate in Housing First activities</p> <ul style="list-style-type: none"> • Solicit support in writing from key stakeholders outlining how they anticipate supporting the 10 Year Plan (i.e. Through in-kind support, funding contributions, participation in joint planning and coordination initiatives). 	<input type="checkbox"/>
<p>4.3 Market program to landlords</p> <ul style="list-style-type: none"> • Engage the Regional Municipality of Wood Buffalo Landlord and Tenant advisor to solicit and educate local private market landlords on the benefits of Housing First. 	<input type="checkbox"/>
<ul style="list-style-type: none"> • Develop a marketing campaign to target landlords with messages related to benefits for and supports provided to participating landlords. 	<input type="checkbox"/>
<p>SUPPORTING ACTION:</p> <ul style="list-style-type: none"> • Include industries at points they could provide services (i.e. Habitat for Humanity project). 	<input type="checkbox"/>
<p>INDICATOR(S) OF PROGRESS:</p> <ul style="list-style-type: none"> • Mainstream service providers report they are interested in participating in Housing First locally. 	<input type="checkbox"/>
<ul style="list-style-type: none"> • Local landlords are interested in participating in Housing First. 	<input type="checkbox"/>
<ul style="list-style-type: none"> • New partnerships/agreements are developed to deliver Housing First. Mainstream service providers and landlords participate in ongoing planning and consultation. 	<input type="checkbox"/>

GOAL III: PREVENTION

DEVELOP A SERVICE SYSTEM TO PREVENT HOMELESSNESS

Developing a service system that prevents homelessness requires a much more strategic and purposeful approach to addressing homelessness than has been used in the past. It requires focusing and coordinating all new and existing services and resources toward preventing homelessness from occurring. Using the Housing First approach, emergency and transitional housing is utilized to move a person to housing stability. It also involves developing a system to quickly identify at risk households and provide the assistance required to sustain their existing housing or where that is not possible, to promptly identify permanent housing options. Actions have been developed and included in the plan to ensure that, as far as possible, homelessness is prevented.

*"I still can't believe I
have my own place."
Housing First Client*



Outcome 5: Homelessness is prevented for those individuals at risk	
TIMELINE: 3-5 YEARS and ongoing (mid term)	✓
<p>ACTIONS:</p> <p>5.1 Advocate for the establishment of financial assistance programs for the homeless and the low income individuals/families</p> <ul style="list-style-type: none"> • Advocate for the establishment of an emergency rent eviction prevention fund and a rent supplement program for Housing First clients. <input type="checkbox"/> • Advocate for the provision of prompt financial housing assistance in the form of short term rent assistance, rent subsidies, utility assistance, and provide assistance paying security deposits and rent arrears. <input type="checkbox"/> <p>5.2 Identify persons at risk of homelessness and resources to intervene when housing security is threatened</p> <ul style="list-style-type: none"> • Intervene when problems threaten a housing placement and identify alternate housing arrangements. <input type="checkbox"/> • Build relationships with landlords and offer support to them prior to the crisis situation. <input type="checkbox"/> • Ensure connections to resources to provide access to legal help and to landlord and tenant assistance when required. <input type="checkbox"/> <p>5.3 Partner with other agencies to advocate for the establishment of a local treatment facility</p> <p>5.4 Educate potential newcomers on the cost of living and availability of affordable housing</p> <ul style="list-style-type: none"> • Prepare persons moving to the region for current economic situation cost of housing. <input type="checkbox"/> • Encourage human resources departments and media outfits to provide more realistic reports to rest of the world about Fort McMurray's economy and cost of living. <input type="checkbox"/> <p>SUPPORTING ACTION:</p> <ul style="list-style-type: none"> • Provide English as a Second Language (ESL) representation when communicating information externally about region's housing situation. <input type="checkbox"/> 	

<ul style="list-style-type: none"> • Advertise common facts vs. myths about living in Fort Mc Murray to educate about realities of area • Provide prevention education/training to youths in school creating more opportunities to learn and utilize essential life skills 	<input type="checkbox"/> <input type="checkbox"/>
<p>INDICATOR(S) OF PROGRESS:</p> <ul style="list-style-type: none"> • Persons discharged from institutions are not released into homelessness 	<input type="checkbox"/>

Outcome 6: Service system is coordinated to prevent homelessness	
TIMELINE: 1-3 YEARS and ongoing (short term)	✓
ACTIONS:	
6.1 Advocate for existing emergency shelter systems to support prevention and Housing First outcomes <ul style="list-style-type: none"> • Work with existing emergency shelter providers and with the Province to re-orient shelter services to reduce length of time people reside in emergency shelters 	<input type="checkbox"/>
6.2 Advocate for improved coordination of services so persons are not released into homelessness <ul style="list-style-type: none"> • Make connections with key stakeholders locally and create a strategy to improve coordination of services from, but not limited to, health care facilities and justice, to ensure homeless people are identified and are not released into homelessness • Advocate to develop a local zero tolerance policy for discharging people into homelessness 	<input type="checkbox"/>
6.3 Improve coordination of existing outreach support services to ensure at risk persons are promptly offered opportunities for assessment and housing assistance <ul style="list-style-type: none"> • Work to ensure at risk persons are promptly assessed and given housing assistance 	<input type="checkbox"/>
SUPPORTING ACTION:	
None identified	
INDICATOR(S) OF PROGRESS:	
<ul style="list-style-type: none"> • A reduction in the number of people released from institutions into homelessness 	<input type="checkbox"/>

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TIMELINE: 1-3 YEARS and ongoing (short term)	
ACTION:	
8.1 Advocate for multi-year funding that allows long-term planning and agency support and training <ul style="list-style-type: none"> Develop strategies to advocate for and/or acquire sustainable funding through local, provincial and federal governments and private sources 	<input type="checkbox"/>
8.2 Educate service providers to understand local housing resources available <ul style="list-style-type: none"> Educate service providers to ensure they have a firm understanding of the local housing and rental market and knowledge of relationships with local landlords 	<input type="checkbox"/>
SUPPORTING ACTION: None identified	
INDICATOR(S) OF PROGRESS:	
<ul style="list-style-type: none"> Agencies have sufficient funding available for long term planning and training 	<input type="checkbox"/>
<ul style="list-style-type: none"> An increase in the number of training programs as well as the number of trained qualified staff working in Housing First 	<input type="checkbox"/>
<ul style="list-style-type: none"> The number of supportive agencies working together as a team has increased 	<input type="checkbox"/>

*"It has been just over five months since we became part of this project and I am happy to say we are well on the way to becoming productively independent again, thanks to housing first".
Housing First clients*



RAPIDLY RE-HOUSE THE CURRENT HOMELESS INDIVIDUALS

Given Fort McMurray's lack of affordable housing, it may be necessary to provide interim housing until a permanent housing infrastructure for Housing First is available. Supports will involve providing case management at the level of intensity dictated by the clients needs. Typically the supports offered to the homeless are in place for one year at which time it is expected that the individual will have re-established themselves into the community. Support workers are encouraged to move clients away from case management supports as their situation progresses and to instead connect them to critical ongoing supports in the community.

[illegible]

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Outcome 10: Homeless and at risk persons are meaningfully engaged

TIMELINE: YEARS 1-3 years (short term)

ACTIONS:

10.1 Host discussion forums with the homeless

- Support a lead organization to coordinate opportunities for homeless engagement that allows for two way dialogue between homeless persons and service providers, allows for opportunities for feedback on Housing First activities and considers root problems of homelessness

□

SUPPORTING ACTION:

None identified

INDICATOR(S) OF PROGRESS:

- Homeless clients report having opportunities for meaningful engagement with those delivering services to them

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INDICATOR(S) OF PROGRESS: <ul style="list-style-type: none"><li data-bbox="284 226 1274 296">• The number of people assessed as chronically homeless is reduced<li data-bbox="284 333 1274 403">• The number of chronic homeless who find employment or internship opportunities is increased	<input data-bbox="1349 226 1382 264" type="checkbox"/> <input data-bbox="1349 333 1382 371" type="checkbox"/>
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PROVIDE SUPPORTS FOR HOUSING STABILITY

This goal area also includes activities directed to improving the self-sufficiency of formerly homeless persons by ensuring that they are connected to the community resources. This will be important to help address the root cause of homelessness and will impact future housing stability. Key activities from this goal area include communicating and reporting to the community on successes of Housing First, reporting on progress to the community and celebrating successes. These important activities must be conducted on a regular basis.

[illegible]

Outcome 14: People placed in permanent housing with supports remain stably housed	
TIMELINE: 6-10 YEARS and ongoing (long term)	
ACTIONS:	
14.1 Case management support and follow up provided <ul style="list-style-type: none"> Focus case management services on assisting after housing is provided to support housing stability. Landlord and tenant issues may be highlighted; therefore, access to tenant and household management support information is essential 	<input type="checkbox"/>
14.2 Link homeless persons to ongoing support to sustain their housing stability <ul style="list-style-type: none"> Consider long-term community economic development strategies to support sustainable employment opportunities 	<input type="checkbox"/>
14.3 Communicate and report on housing first successes <ul style="list-style-type: none"> Provide progress reports to community including positive reports that promote success stories of homelessness to housing self-sufficiency 	<input type="checkbox"/>
SUPPORTING ACTION: None identified	
INDICATOR(S) OF PROGRESS: <ul style="list-style-type: none"> Permanent housing is sustained continuously for 9 months or more 	<input type="checkbox"/>
Outcome 15: Rates of recidivism into homelessness are reduced	
TIMELINE: 6-10 YEARS and ongoing (long term)	
ACTIONS:	
15.1 Continue to track, through analysis of data collected, that there is a reduction in the number of incidents of homelessness	<input type="checkbox"/>
SUPPORTING ACTION: None identified	
INDICATOR(S) OF PROGRESS: <ul style="list-style-type: none"> Homeless persons/shelter providers report reduced rates of recidivism through the Provincial tracking and reporting process 	<input type="checkbox"/>



*"The presence and support of
the housing first workers helps
relieve the pressures and
stressors of adjusting to a new
way of living life"
Housing First Client*

SOCIAL RETURN ON INVESTMENT (SROI)

Social Return on Investment (SROI) analysis, also known as social benefit cost ratio, is a method for understanding, measuring, and reporting on both the social and financial value being generated by an organization, program, or community plan, relative to investments. Most SROI analysis consists of stories not numbers and displays how to understand the value created by activities you engage in, how you demonstrate the value of efforts, and how you manage the value created. Thus, SROI is a framework for measuring and accounting for a much broader concept of value (Nichollus et al. Cabinet Office, Office of the Third Sector, 2008).

Plan Costing (Based on Costing Model Provided by Secretariat)

Table 1: Comparative Cost of Managing versus Ending Homelessness

Groups of Homeless	Number per group	Average annual cost per person or family	Total Cost to Manage homelessness over 10 years
Chronic	150	137,820	206,730,000
Transient	275	47,616	130,944,000
Employable	75	25,920	19,440,000
Families	49	83,520	40,924,800
	549		\$ 398,038,800

Number per group – These groups of homeless have not been tracked in our homeless counts in the past. The numbers were obtained by taking the total of our homeless population at the last count in 2008 (549) which is 5% of the provincial total, then taking 5% of each category of the provincial data.

Average annual cost per person or family – The Provincial modeling assumptions for these categories were inflated by 20% to accommodate the higher rental support rates, the higher cost of wages and northern allowance allocations.

Table 2: Cost to End Homelessness

Groups of Homeless	Number per group	Cost to provide housing and services	Total Cost to provide support program	Capital to build 500 new housing units	Investment to END homelessness over 10 years
Chronic	150	40,800	61,200,000	24,900,000	
Transient	275	16,800	46,200,000	45,650,000	
Employable	75	7,200	5,400,000	12,450,000	
Families	49	21,360	10,466,400	8,134,000	
	549	86,160	123,266,400	91,134,000	214,400,400

Cost savings achieved by implementing 10 year plan to end homelessness based on the homeless population of 2008.

\$183,638,400

Table 3: Projected Costs and Savings

Homeless population	Homeless population in 2020	Status-Quo approach (Managing)	Total 10 year savings by implementing Housing First (locally)
549	1424*	\$1.03 billion	\$ 476 million

* Estimates based on 10% annual growth rate in homeless population over 10 years. (Census data 2008 indicates 10.5% increase in population, homeless count data indicates approximately 9.6% increase per year. 10% increase was chosen to use for the projections.)

Formulas used for these tables were based on the provincial costing model assumptions with local data where it was available. This is included in Appendix III. The numbers represented in the tables above are based on best estimates with the information available at the time.

CONCLUSION

The Provincial Government's release of *A Plan for Alberta, Ending Homelessness in 10 years*, is the direction to move forward for the Province and congruent municipalities. The Regional Municipality of Wood Buffalo's Plan to End Homelessness embraces a Housing First Approach and entails a fundamental change in how homelessness is addressed in the community as homeless serving agencies shift their focus from merely managing homelessness to the task of ending it once and for all. To implement the Plan, goals have been outlined and actions highlighted to move forward using the approach of Housing First.

It is important to understand the local context in order to ensure an effective local response when implementing a new approach. Current data and research collected in the community over the past two years support that in many ways our homeless population is distinct and unique. Moving forward with Housing First and keeping the homeless in stable housing will require much persistence on the part of the support workers and strategic thinking outside of the box at the management level. But inherent in every challenge and obstacle lies opportunities if one has the tenacity to uncover it. It is those such opportunities that will ensure the success of this Plan.

Our regions collaborative support system will prevent homelessness and provide the necessary supports and resources to end homelessness by 2020. The benefits of Housing First have been recognized world-wide and with the help of our committed stakeholders, community and service providers, this vision will become a reality. We will be *Heading Home: It's the right thing to do*.



*"Being housed has given me a new,
positive outlook on life"*
Housing First Client

APPENDIX I

Data from Housing First Conference Evaluations

The Housing First Conference evaluations indicated that the event was successful. A participant survey was distributed to attendees asking them a series of questions about knowledge levels regarding Housing First, their support for the applicability of this model and any advantages, and the barriers to implementing such a model here. Survey findings reported that for the most part, participants who filled out the survey evaluated the Housing First Conference very positively and indicated the conference had met their expectations. Participants were asked questions regarding their knowledge level of Housing First and their support for the applicability of this model within Fort Mc Murray and the Regional Municipality of Wood Buffalo. Increases in knowledge levels were indicated for all participants but one. Knowledge levels were significantly low before the conference, with the most participants indicating their knowledge level was at 1 (lowest ranking), or 2 on the ranking scale. This number significantly changed after the conference, with 46% respondents indicating that their knowledge level was now at 5 (the highest).

Similarly, participants support for the applicability of this model for Fort Mc Murray also increased in ranking after the conference. These changes indicate the conference was successful in changing people's support for the applicability within this region, from 3 (moderate support), to 5 (high support). Although respondents knowledge levels and thoughts of applicability increased, they did express some barriers or challenges identified to implementing a Housing First model overall.

The three most prominent challenges or barriers reported in this survey were in housing, changing mind sets, partnerships and co-ordination. Changing the mind sets of people towards a Housing First approach included people in the industry, attitudes, opinions of public and service providers and changing the investment mindset (theology) of people within the field as well. In relation to partnerships and coordination, getting agencies to work together, being equal partners, and not having power struggles were all barriers identified by participants to implementing this model here. In addition, a third of participants reported that this model would highly impact their program delivery at the individual organization. In summary, the barriers mentioned tended to be more Fort Mc Murray specific, and related to housing, than any real dislike for, or resistance to, the Housing First model.

Coincidentally, during March the Secretariat for Action on Homelessness released its 10 Year Plan which publicized the Housing First model as its preferred approach to end homelessness. Because of the conference, members of the community were now better educated on the model and could see its potential in this area.

APPENDIX II

Data from Centre of Hope Consultations with Homeless Patrons

Consultations were conducted by the Centre of Hope organization with homeless persons related to Housing First. The engagements specifically asked what they wanted and needed in terms of housing size and location. The following feedback was provided.

Question: If we said that today you were going to be housed, what would it look like to you?

- One bedroom apartments
- Shared room accommodations
- Shared apartment (2 bedrooms)
- Single room with shared cooking and laundry facilities. Privacy locks on doors
- Scattered sites throughout the city that take into account where we are working and the transit schedule
- Housed throughout the community and not just in one specific place
- Housed away from drugs and temptation
- Housing/accommodation cannot be regulated by so many rules that we do not have the freedom to come and go as we please and have guests in, ability to smoke in accommodation
- Need accommodation that accepts pets
- Location and choice is very important
- Availability to access detox prior to going into housing was also identified as important.

The Centre of Hope also provided results from a one week survey conducted from August 24-30 as part of their weekly snapshots of homeless accessing Centre of Hope services. The intent of the weekly snapshot is to determine a brief profile of the homeless patrons utilizing the services of the drop in center.

Questions asked:

1. Name
2. Age
3. Gender
4. Aboriginal Heritage
5. How long have you lived in Ft. McMurray?
6. Which province do you call home?
7. Where are you living now?
8. How long have you been homeless?
9. Daily attendances.

1. Name:

190 patrons accessed the Centre of Hope during this one week (7 day) time period

2. Age:

The average age for males was 43 to 54.

The average age for females was 38 to 92.

12 patrons were between 18 and 25 years of age: (7 males and 5 females)

52 patrons were over 50 years of age (44 males and 8 females)

3. Gender:

150 patrons were male

40 patrons were female

4. Aboriginal Heritage

53 patrons identified themselves as having Treaty status

28 patrons identified themselves as Métis

5. How long have you been living in Ft. McMurray?

05 patrons arrived in Ft. McMurray the day the survey started.

09 patrons had been in Ft. McMurray for 1 day to 1 week

14 patrons had been in Ft. McMurray from 1 week to 1 month

08 patrons stated that they had been in Ft. McMurray for over 1 month to 3 months.

21 patrons stated they had been in Ft. McMurray for over 3 months to 1 year.

30 patrons stated that they had been in Ft. McMurray for over 1 year to 3 years.

24 patrons stated that they had been in Ft. McMurray for over 3 years to 5 years.

11 patrons stated that they had been in Ft. McMurray for over 5 years to 10 years.

22 patrons stated that they had been in Ft. McMurray for over 10 years to 15 years
05 patrons stated that they had been in Ft. McMurray for over 15 years to 20 years.

41 patrons stated that they had been in Ft. McMurray for over 20 years to life.

6. Which province do you call home?

BC	19
AB	102
SASK	11
MAN	04
ONT	21
QUE	05
NB	09
NS	06

PEI	00
NFLD	11
NWT	01
USA	01

7. Where are you living now?

08 patrons reported living in rural area but living on the streets while in town
53 patrons reported that they were living on the street
22 patrons reported that they were living in tents
04 patrons reported living in the bush
06 patrons reported living in a car/truck
04 patrons reported staying in a camper/trailer

TOTAL: 97 patrons were sleeping rough

13 patrons reported couch surfing with friends or relatives
05 patrons reported that they were housed.
52 patrons reported staying at Marshall House
01 patron reported living on the second floor of Marshall House
02 patrons reported living on the third floor of Marshall House
12 patrons reported staying at the Salvation Army Shelter program
05 patrons reported living in camp
01 patron reported living in Captain's Place
02 patrons reported staying at Unity House

8. How long have you been homeless?

08 patrons reported being homeless for 1 day
08 patrons reported being homeless for 1 day to 1 week
17 patrons reported being homeless for 1 week to 1 month
20 patrons reported being homeless for 1 month to 3 months
19 patrons reported being homeless for 3 months to 6 months
20 patrons reported being homeless for 6 months to 1 year
40 patrons reported being homeless for 1 year to 3 years
21 patrons reported being homeless for 3 years to 5 years
15 patrons reported being homeless for 5 years to 10 years
06 patrons reported being homeless for 10 years to 15 years
06 patron reported being homeless for 15 years to 20 years
06 patrons reported being homeless for over 20 years

04 patrons reported being housed

9. Daily Attendances (COUNTING EACH INDIVIDUAL ONLY ONCE)

Staff believes that the numbers are much higher; however it is difficult to ensure all patrons sign in due to many different factors:

Monday:	110
Tuesday:	77
Wednesday:	78
Thursday:	71
Friday:	58

Saturday: 70
Sunday: 53

TOTAL WEEKLY ATTENDANCE: 517

APPENDIX III

Modeling Assumptions

Modeling estimates are based on costs of homeless groups as follows:

Chronic Homeless

- Total: 3000 spaces
- Per-client estimate: **\$34,000 per person per year**
- **(adjusted for Fort McMurray: \$40,800 per person per year)**
- Comprised of:
 - Apartment rental supports: \$6,000.00
 - Case Worker: \$9,600.00 (Case Worker Ratio = 10)
 - Other Services: \$18,400.00 (based on a monthly cost of \$1533)

Transient Homeless

- Singles: 5500 spaces
- Per person estimate: **\$14,000 per person per year**
- **(adjusted for Fort McMurray: \$16,800 per person per year)**
- Comprised of:
 - Apartment rental supports: \$6,000.00
 - Case Worker: \$2,666.00 (Case Worker Ratio = 36)
 - Other Services: \$5,334.00 (Monthly \$444.50)

Employable

- Total: 1500
- Per Client estimate: **\$6,000 per person per year**
- **(adjusted for Fort McMurray: \$7,200 per person per year)**
- Based on providing primarily rent subsidies:
 - Rent subsidies: \$3000 per year (based on \$333.33 per month)
 - Case Worker - \$2,000/year (Case worker ratio = 36)
 - Other Services - \$1,000 (Monthly - \$83)

Families

- Total: 1000
- Per family estimate: **\$17,800 per family per year**
- **(adjusted for Fort McMurray: \$21,360 per person per year)**
- Based on providing support for all members of the family
 - Housing rental support: \$7,800
 - Case workers - \$4,000/year (Case worker Ratio = 36)
 - Other services - \$6,000 (Monthly spend - \$500)

These were the provincial guidelines that were supplied by the Secretariat to develop the local costing model. The rates for each of the categories above were adjusted by an additional 20% to accommodate and reflect the higher rental rates, wages and living allowances paid out to employees. According to CMHC Fall 2009 AB Rental Market Report (p5), in October 2009, the average rental rate for bachelor, 1,2 and 3 bedroom units in Wood Buffalo

was 41% higher for similar size units in the other six major centers in Alberta.

The costs to manage include multi jurisdictional costs through numerous provincial departments including, but not limited to, health, justice, social and housing. Expenses related to homelessness would also include case management, counseling and treatment services.

Assumptions used to determine direct and indirect costs:

- 1) Direct cost estimates in the model include all kinds of targeted spending (e.g. prevention, rental subsidies, etc.) For the street/shelter population, direct spending estimates are only comprised of shelter costs, estimated at \$48 per day per homeless person (or \$1460 per month/\$17,520 annually).
- 2) Direct costs for families are based on research that indicates an average cost of \$250 per day for women with or without children in shelters catering to domestic violence victims and as low as \$40 per day for families housed in motels. The average used is \$112 per day or \$41,000 per year. Families are more complex in their needs as children of these families are often involved in other government systems that are very costly.
- 3) Indirect costs estimates in the model are represented as \$2000 per month per transient homeless person, and \$8000 per month per chronic homeless. Indirect costs estimates are based on the higher use by homeless persons of the health, emergency, justice, social services and community based services. The research indicates that a chronic homeless person can use the emergency services of the health system up to 3 times per month at an average cost of over \$600 per visit. Homeless persons with mental health issues often spend several months per year hospitalized at over \$1,500 per day. The costs for Chronic can range from \$80,000 to \$150,000 per year while the transient and employable use these services to a lesser degree averaging as low as a few thousand per year to over \$40,000 per year.

Groups of homeless	Direct spending	Indirect spending	Estimated annual cost
Chronic	\$ 17,520	\$ 97,330	\$114,850
Transient	\$ 17,520	\$ 22,160	\$ 39,680
Employable	\$ 17,520	\$ 4,080	\$ 21,600
Families	\$ 41,000	\$ 28,600	\$ 69,600

These are based on the Provincial guidelines provided by the Secretariat.

The above breakdown of costs is an estimate based on studies that focused on Calgary and is not to be used as representative of the current costs. Further data analysis will be conducted as the HMIS system is implemented to gather province-wide information.

Capital cost estimate – The basic formula used to arrive at the capital cost was based on average of 650 sq ft per unit that was used in the provincial formulas. However, the data used for the costs per unit was obtained from Wood Buffalo Housing & Development Corp. To build locally the average costs per square foot is

Townhouse/single family dwelling	\$250 sq ft
Townhouse/single family dwelling - rural	\$300 sq ft
Apartment	\$210 sq ft
Apartment – rural	\$260 sq ft

The average cost was \$255 sq ft to reflect the capital required for the various types of units required for singles, specialized groups, and families.

Based on 650 sq ft unit the average cost per unit would be (650 sq ft @ \$255/sq ft) not including land, \$166,000

It is anticipated that to achieve the construction of the units support will be needed in the form of free or cheap land, municipal contributions, tax credits, private developer involvement and community donations.

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Subject: Allocation of 2010 Community Development Funding

APPROVALS:

Carol Theberge, General Manager, Community Services
Kelly Kloss, Chief Administrative Officer (Interim)

Administrative Recommendation(s):

THAT \$200,000 of 2010 Community Development Funding be allocated as follows:

▪ Anzac L'il Lakers Family Resource Centre.....	\$25,000.00
▪ Big Brothers Big Sisters Association of Wood Buffalo.....	\$23,000.00
▪ Canadian Mental Health Association.....	\$ 5,000.00
▪ Conklin Community Association.....	\$10,000.00
▪ Ft. McMurray Family Crisis Society.....	\$20,000.00
▪ Justin Slade Youth Foundation	\$10,000.00
▪ Multicultural Association of Fort McMurray	\$25,000.00
▪ 868 Royal Canadian Air Cadet Squadron	\$15,000.00
▪ Wood Buffalo Educare Society	\$25,000.00
▪ Wood Buffalo Senior Support Society.....	\$12,000.00
▪ Wood Buffalo Volunteer & Information Centre	\$15,000.00
▪ Wood Buffalo Wellness Society	\$10,000.00
▪ YMCA Youth Connections	\$ 5,000.00

Summary:

The Community Services Advisory Committee is a Council appointed body made up of citizens, and Councillors. The committee reviewed the applications received for 2010 Community Development Funding and is forwarding recommendations for approval. Council is the approving authority for Community Development Funding.

Background:

Since 1996, the Regional Municipality of Wood Buffalo has allocated provincially sourced Community Development Funding in the amount of \$100,000 annually to community groups for the delivery of preventive social programs. Programs that focus on helping individuals develop independence or strengthen coping skills to promote the development of stronger communities are eligible for Community Development Funding. This year's budget for Community Development funding has been increased to \$200,000.

The process for notifying community organizations about the opportunity to receive funding included advertising for submissions placed in Fort McMurray Today on three consecutive

Fridays with a closing date of January 22, 2010. All community groups have been advised of the Municipality's funding limitations and were encouraged to access further funding through other government programs, private sector and other funding entities.

Budget/Financial Implications:

The amount of funding available for allocation for the 2010 year is \$200,000 sourced from provincially funded operational dollars.

Rationale for Recommendation(s):

Administration reviewed nineteen proposals requesting a total of \$607,509.80 in funding. Applications were screened for compliance with the Family & Community Support Services Act & Regulations. Six proposals fell outside the FCSS Act and Regulations and therefore were not recommended for funding. All applications and recommended allocations were reviewed and supported by the Community Services Advisory Committee on February 9, 2010.

Attachments:

1. Community Development Funding 2010 – Allocations
2. Community Development Funding Overview 2000 - 2010

Community Development Funding 2010 Allocations

NAME	PURPOSE	COMMENT
Anzac L'il Lakers Family Resource Centre – Community Programming in Anzac Funding Requested: \$35,000.00 Funding Recommended: \$25,000.00	This program operates 5 days a week and offers a variety of programs including parents and tots playschool, a resource library, an early childhood development program and parenting and self help workshops.	Play school programs focused on the social development of preschool children are eligible for funding. This program also supports families of youth and children through parenting education which also meets the FCSS mandate.
Big Brothers Big Sisters Association of Wood Buffalo – Full Circle Mentoring Funding Requested: \$32,436.80 Funding Recommended: \$23,000.00	This program is designed for aboriginal children and youth that live outside of Fort McMurray to provide an opportunity for them to explore and build an understanding of their culture through after school programming.	Programs that focus on social and cultural development of school age children are eligible for funding. This program promotes investment in the development of aboriginal youth and clearly meets the FCSS mandate.
Canadian Mental Health Association – Youth Anger Management Funding Requested: \$10,000.00 Funding Recommended: \$5,000.00	This is a six week program for students in Grades 4, 5 and 6 which discusses the importance of how to take care of your mental health; recognize anger symptoms; learning to control anger; taking control of feelings and communicating them clearly; problem solving and conflict resolution.	Programs designed to encourage youth to develop healthy lifestyles, leadership and life skills and social responsibility are eligible for funding. This association receives alternate sources of funding from the Community Services Department.
Conklin Community Association – Seniors Enhancement Program Funding Requested: \$47,900.00 Funding Recommended: \$10,000.00	The Seniors Enhancement Program provides meals on wheels and social programs for seniors in the Conklin area.	Social programs that focus on supporting senior's independence and strengthening their coping skills are eligible for funding. Support components of the meals on wheels program including volunteer training and public awareness are eligible for funding, however, operating costs are not. This association receives alternate sources of funding from the Community Services Department.

NAME	PURPOSE	COMMENT
<p>Fort McMurray Family Crisis Society – Public Education, Awareness & Outreach Program – Shaken Baby Syndrome & FASD</p> <p>Funding Requested: \$45,913.00</p> <p>Funding Recommended: \$20,000.00</p>	<p>Deliver workshops within the region to raise awareness and provide information on prevention and services available regarding Shaken Baby Syndrome and Fetal Alcohol Spectrum Disorder.</p>	<p>Programs that focus on prevention activities including public awareness and education are eligible for funding. This program enhances the social well being of individuals and families through promotion or intervention strategies provided at the earliest opportunity.</p>
<p>Justin Slade Youth Foundation – Aurora Youth Conference 2010</p> <p>Funding Requested: \$20,210.00</p> <p>Funding Recommended: \$10,000.00</p>	<p>A day long conference event aimed at inspiring youth in Grades 10 and 11 to make positive choices.</p>	<p>Conferences designed to encourage youth to develop healthy lifestyles, leadership and life skills and social responsibility are eligible for funding.</p>
<p>Multicultural Association of Fort McMurray- Parenting in Two Cultures</p> <p>Funding Requested: \$34,526.00</p> <p>Funding Recommended: \$25,000.00</p>	<p>This program offers immigrant parents parenting skills using a cross cultural parenting program. The program provides a continuum of support that connects and integrates this population into the community in a manner that supports diversity and ensures their health, welfare and civil rights through partnerships with existing services, development of referral/resources and outreach to this population</p>	<p>Programs that promote awareness and education of positive parenting skills are eligible for funding.</p>
<p>868 Royal Canadian Air Cadet Squadron</p> <p>Funding Requested: \$24,000.00</p> <p>Funding Recommended: \$15,000.00</p>	<p>Program provides services to youth ages 12-18 in Fort McMurray and runs from September to June – one evening per week and on weekends. The program offers practical lessons on subjects such as teamwork, leadership, survival training and public speaking. Weekend field exercises allow cadets to reinforce their skills and knowledge in an outdoor setting.</p>	<p>Programs designed to encourage youth to develop healthy lifestyles, leadership skills, life skills and social responsibility are eligible for funding. This program runs from September 2009 to June 2010.</p>

NAME	PURPOSE	COMMENT
Wood Buffalo Educare Society – Educare Early Intervention Funding Requested: \$30,000.00 Funding Recommended \$25,000.00	The program prepares children for social success by integrating language, family wellness and early childhood development programs and incorporating the Seeds of Empathy, Alpha Bits and Educare Literacy for Families.	The FCSS Act clearly states that programs that enhance social development of preschool children are eligible for funding.
Wood Buffalo Senior Support Society Funding Requested: \$14,578.00 Funding Recommended: \$12,000.00	The program is aimed at supporting, maintaining and improving senior citizen's skills to maximize supports necessary to maintain independence for community living. The program will develop a natural, social support system.	Social programs that focus on supporting senior's independence and strengthening their coping skills are eligible for funding
Wood Buffalo Volunteer & Info Centre – Information & Referral Service Funding Requested: \$19,700.00 Funding Recommended: \$15,000.00	On line directory which lists local community services and contains in-depth information on various community, government, health and social services in Alberta.	On-line information and referral as well as volunteer training and development programs are eligible for funding. The group receives alternate sources of funding from the Community Services Department.
Wood Buffalo Wellness Society – Mark Amy Centre – Cultural & Elder Program Funding Requested: \$116,000.00 Funding Recommended: \$10,000.00	This program would allow for an Aboriginal elder to provide cultural awareness, education, explanations of various ceremonies and traditions to expand and enhance current cultural programming aspects within the treatment program.	Programs that focus on social and cultural awareness and education are eligible for funding. Core services focused on addiction, treatment and rehabilitation are not eligible for funding.
YMCA Youth Connections – Connections Club Funding Requested: \$14,796.00 Funding Recommended: \$5,000.00	Program offers an after school club for Aboriginal Youth every Tuesday from September to June. Program is aimed at addressing the unique needs and challenges of Aboriginal youth.	Programs designed to encourage youth to develop healthy lifestyles, leadership and life skills and social responsibility are eligible for funding. This program does not begin until Sept 2010.

COMMUNITY DEVELOPMENT FUNDING OVERVIEW 2000-2010



REGIONAL MUNICIPALITY
OF WOOD BUFFALO

ORGANIZATION	87 - 2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Anzac Li'l Lakers Family Resource Centre				5,000	5,000	6,000	5,000				25,000
Anzac Youth Elders Day		2,000									
Big Brothers Big Sisters Association											23,000
Canadian Mental Health Association								8,000	6,000	10,000	5,000
Children's Centre		3,038			2,264	2,471	3,700				
Conklin Community Association			2,000	7,000	8,650	9,000	9,000	8,000			10,000
Fellowship Baptist Church – Centre of Hope								12,000			
Fort McMurray Association for Community Living	91,750	9,000	9,000	24,000	9,000	8,000		12,000	12,000		
Fort McMurray Family Crisis Society	13,769	3,314				9,777					20,000
Fort McMurray Golden Years Society	12,000	7,240	8,400		9,420	10,000	10,000	12,000	12,000	14,000	
Fort McMurray Meals on Wheels Society	36,548	1,340	8,658	3,914	3,032	4,752					
Hammond Mediation & Consulting Group	1,520										
Janvier Youth Development Association/Dene	20,122				17,000	15,000	12,000				
Justin Slade Youth Foundation											10,000
Metis Nations of Alberta							10,000				
Multicultural Association of Fort McMurray									33,100	40,000	25,000

ATTACHMENT 2

ORGANIZATION	87 - 2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Nistawoyou Friendship Centre	29,919		18,115	10,063	5,031		12,000	11,000			
Northern Lights Community Mediation Society		11,875	14,796	7509							
868 Royal Canadian Air Cadet Squadron											15,000
Some Other Solutions - Helpline	518,120	25,000	20,000	20,000	15,591	15,000	13,300				
Some Other Solutions - Community Directory	3,000	5,000									
Willow Lake Community Kitchen Association			2,000								
Wood Buffalo Educare Society								12,000	15,000	25,600	25,000
Wood Buffalo Senior Support Society	37,132	9,437	9,878	9,906	9,980	10,000	11,000	11,000	11,900	10,400	12,000
Wood Buffalo Volunteer & Information Centre											15,000
Wood Buffalo Wellness Society											10,000
YMCA of Wood Buffalo – Out of School Care					10,000	10,000	9,000	10,000	10,000		
YMCA Youth Connections											5,000

Subject: Amalgamation of Forcemain Project and Lift Station 1A Project Budgets**APPROVALS:**

D'arcy Elliott, Deputy Chief Administrative Officer
Kelly Kloss, Chief Administrative Officer (Interim)

Administrative Recommendation(s):

1. THAT the Capital Budget be amended as identified in Attachment 1 – 2010 Capital Budget Amendment Request – Forcemain System;
2. THAT the Capital Budget be amended as identified in Attachment 2 – 2010 Capital Budget Amendment Request – Sewer Forcemains – Lift Station 1B to Wastewater Treatment Plant;
3. THAT the Capital Budget be amended as identified in Attachment 3 – 2010 Capital Budget Amendment Request – Lift Station 1A Pump Upgrades; and
4. THAT the provisions of Attachments 1 to 3 remain confidential pursuant to sections 16 and 25 of the Freedom of Information and Protection of Privacy Act, R.S.A., 2000 c.F-25, as amended.

Summary:

The purpose of this report is to request an amendment to the Capital Budget to facilitate the amalgamation of three related budgets and to provide the new identifier 'Forcemain System' for this amalgamated budget. Council is the approving authority for the Capital Budget; therefore amendments must also be approved by Council.

Background:

Studies have shown that significant upgrades of the sanitary sewer systems are needed to accommodate growth in the south side of the Athabasca River in Fort McMurray. Numerous projects were recommended to be constructed to address these upgrades. The Sanitary Forcemain (from Lift Station 1A/1B to Waste Water Treatment Plant (WWTP), Lift Station 1A Pump Upgrade and Sewer Forcemains-Lift Station 1B to WWTP Design were approved as three separate projects with three separate budgets.

The first project involves construction of a new Sanitary Forcemain that begins at Lift Station 1B (Near Penhorwood Street) and extends to Lift Station 1A (Father Mercredi Street). The Sanitary Forcemain then crosses underneath the Athabasca River and extends all the way to the new WWTP. This first project also includes upgrades to Lift Station 1B and the Penhorwood diversion.

The second project includes the upgrade to Lift Station 1A where the Lift Station 1A Upgrade Project is to be constructed shortly after the main Forcemain Project is complete.

The third budget is for the Preliminary and Detailed Design of the first project.

Current Situation:

The original scope of Lift Station 1A Upgrade Project included engineering, construction, and field engineering activities; no additional activities were foreseen to be included in this scope. However, while implementing Forcemain Project, it was decided that it would be prudent to include the chamber and piping component with the Lift Station 1A Upgrade Project; a decision that was foreseen to lead to increased savings for the Municipality. Hence, the scope of work for Lift Station 1A Upgrade Project was increased by including these two items, resulting in the lowest successful bid exceeding the actual budget originally allocated for Lift Station 1A Upgrade Project. Since the Forcemain Project and the Lift Station 1A Upgrade Project are of the same sanitary system, it was felt that all three budgets should be combined for ease of administration. We have already tendered the Lift Station 1A Upgrade project and selected the successful bidder. However, we can not enter into contracts because the individual component (Lift Station 1A Upgrade Project) exceeded individual approved budget amount. To complete the whole 'Forcemain System' the split chamber near the WWTP which is a vault that ties in all the incoming sanitary lines to the new WWTP need to be included in the scope.

Alternatives:

Split the current scope of Lift Station 1A Upgrade tender package into two separate components;

1. Lift Station 1A Upgrade only - paid using the current budget for Lift Station 1A Upgrade;
2. Forcemain Vault and Piping - paid using the current Forcemain Budget.

The WWTP Split Chamber can be included in the budget for the WWTP budget. No amendments would be made to the Forcemain budget that already includes the Forcemain Project Lift Station 1B Upgrade and Penhorwood Diversion Project.

Budget/Financial Implications:

There will be no additional cost in combining all three of the above-mentioned budgets.

Rationale for Recommendation(s):

Splitting the current tender package into two different components will delay the process. Furthermore, overrun on one budget (Lift Station 1A) and surplus on another budget (Forcemain) would cause future delays.

Attachments:

1. 2010 Capital Budget Amendment – Forcemain – Lift Station 1B to WWTP (CONFIDENTIAL)
2. 2010 Capital Budget Amendment – Sewer Forcemains – Lift Station 1B to Waste Water Treatment Plant (CONFIDENTIAL)
3. 2010 Capital Budget Amendment – Lift Station 1A Pump Upgrades (CONFIDENTIAL)
4. Forcemain Project – Overview



Regional Municipality of Wood Buffalo Sanitary Trunks and River Crossing Project

The Regional Municipality of Wood Buffalo engaged Stantec Consulting Ltd. to complete the design and construction of lift station upgrades and a new sanitary force mains including a horizontal directionally drilled river crossing in Fort McMurray.

A new flow splitting chamber is also required to connect the new force mains into the existing wastewater treatment plant.

As the Highway 63 upgrading will remove a portion of the current Thickwood sanitary sewer mains, the mains will be relocated and connected into the force main project.

Objective

This project will relieve sanitary capacity deficiencies within the Lower Townsite of Fort McMurray. The project will also provide much needed additional capacity to the sanitary sewer system for both the new and proposed developments within the Lower Townsite and southward. The system will also provide a new connection of the Thickwood Sanitary sewer system.

Where

The recently constructed Lift Station 1B will be upgraded to provide additional capacity as will Lift Station 1A. A new single force main will transfer wastewater from Lift Station 1B to the existing Lift Station 1A near the end of Father Mercredi Street. The route will follow the recently constructed and future Loop Road alignment. From Lift Station 1A new twin force mains will transfer wastewater to the WWTP along the edge of Haxton Park, cross the Snye Causeway, along the western edge of MacDonald Island. The final leg of the route involves crossing underneath the Athabasca River using horizontal directional drilling (HDD) technology, which will extend to a point where the relocated Thickwood sanitary sewer mains will connect to the new twin force mains then continuing to the Wastewater Treatment Plant where a new flow splitting chamber will be located.

Current Sanitary Infrastructure

The aging sanitary infrastructure within the Municipality of Wood Buffalo requires replacements and repairs. Accommodations for new rapid growth in the area are also necessary. The Sanitary Trunks and River Crossing Project is needed to provide additional flow capacity to the area. They will also provide an alternative route for the current sanitary trunk mounted on the Steinhaurer Bridge along Highway 63, to the Wastewater Treatment Plant. The Steinhaurer Bridge is scheduled for replacement starting in late 2010 at which time the existing 750 mm sanitary force main will be decommissioned.

Fast Facts

How long will the alignment be?

The total route is approximately 8.4 kilometers long.

How large are the pipes?

The single force main section will be 750 millimeter (30 inch) in diameter between Lift Stations 1B and 1A. The twinned 750 millimeter will extend from Lift Station 1A across the Athabasca to the Thickwood sanitary sewer connection point where the force mains will consist of a single 750 millimeter and a 900 millimeter force main up to the Wastewater Treatment Plant.

How much wastewater will be flowing through the line?

The trunks are designed for peak flows of as much as 2,100 liters per second.

How deep will the sanitary force mains be?

Typically, trenches will be at least 3 meters deep to the top of the pipe to provide frost protection.

Project Fast Facts

To date the majority of the force main project construction has been completed. One section of force main being the Riedel Street Trailer Park area has yet to be constructed as well as the Wastewater Treatment Plant flow splitting chamber. The majority of the force mains are in various stages of commissioning and once the lift station upgrades have been complete the total system shall be commission. The system will be in operation by September 30, 2010.

For more information please contact:

RMWB Project Manager:

Wayne McIntosh, P. Eng – 780.743.7854

Stantec Project Manager:

Todd Simenson, P. Eng – 403.341.3320

Stantec Senior Project Engineer:

Mike Mushins, P. Eng – 403.341.3320



REGIONAL MUNICIPALITY
OF **WOOD BUFFALO**

Subject: Conditional Offer to Sell Pursuant to Section 30, Expropriation Act**APPROVALS:**

Marcel Ulliac, General Manager
Kelly Kloss, Deputy Chief Administrative Officer
Kelly Kloss, Chief Administrative Officer (Interim)

Administrative Recommendation(s):

THAT the Chief Administrative Officer be authorized to execute a Land Sale Agreement in compliance with Section 30 of the Expropriation Act for the disposal of those properties located adjacent to Highway 63 within the Fort McMurray Urban Service Area (as shown in Attachments 1) to the Province of Alberta subject to:

- A. terms and conditions acceptable to the Municipality.
- B. removal of the Reserve designation and allocation of the net proceeds from the sale of these lots to the “Other Parks Reserve” in accordance with *Municipal Government Act*.
- C. transfer of the net proceeds from the remaining properties to the “Asset Additions Reserve”.

Summary:

The Province has proposed to proceed with purchase of the subject lands in accordance with Section 30 of the Expropriation Act which provides for the final purchase price to be determined by the Land Compensation Board if required, and allows for any unresolved issues to be addressed to the Municipality's satisfaction prior to transferring the land.

Background:

On October 26, 2006, the Municipality issued a License of Occupation to Alberta Infrastructure and Transportation in order to allow the Province entry upon the subject lands for construction purposes with the intention that a sale agreement would be concluded at a later point in time.

The Province has subsequently undertaken construction of a five (5) lane bridge to carry traffic over the Athabasca River, and overpasses at the intersections of Highway 63 & Thickwood Boulevard, and Highway 63 & Confederation Way. These infrastructure projects are intended to ease traffic congestion on Highway 63 which runs through the Fort McMurray Urban Service Area.

All of the lands noted in Attachments 1 are required in order accommodate construction of the noted provincial infrastructure. The majority of the subject land is situated in low lying areas adjacent to the Athabasca River and has not been identified for municipal use other than to

accommodate various underground municipal utilities. The Municipality's interest in the noted lands where utilities exist will be maintained.

Due to their proximity to the Athabasca River, which significantly reduces their suitability for development, four (4) of the lots in question (noted in "green" on Attachments 1) are designated as "Reserve". Reserve lots of this nature are usually subject to very minimal, low impact uses and usually serve as public open space. In accordance with the *Municipal Government Act*, a Municipality's intention to dispose Reserve lands must be advertised, notice must be posted on or near the site, and a Public Hearing must be held. Therefore, the matter of Reserve designation removal will be brought before Council for consideration and approval.

Alternatives:

1. Sell the lands to the Province in accordance with Section 30 of the Expropriation Act subject to terms and conditions acceptable to the Municipality.
2. Sell the lands to the Province only once the final price has been agreed upon and the Reserve designations have been removed. This approach has been discussed with Alberta Transportation and Alberta Justice; however, they do not favor this approach.

Budget/Financial Implications:

While Section 30 allows for a final purchase / sale price to be determined by the Land Compensation Board, both the Municipal Administration and the Province do not envisage the necessity of this step as final value and compensation will substantially be determined through market value appraisal.

In accordance with the *Municipal Government Act*, money realized from the proceeds of Reserve lot disposals must be accounted for separately and may only be used for similar intended uses such as a public park or public recreation area. Therefore, those sale proceeds will be handled accordingly.

Rationale for Recommendation(s):

The Province wishes to set aside funds for the land purchase prior to March 31, 2010. However, in order to satisfy its auditor's requirements, the Province has advised that it requires an executed Section 30 Expropriation Act Purchase Agreement for the subject lands.

A "Section 30" Expropriation Act Agreement provides a means for landowners to agree to the acquisition of land by a public authority, such as the Province without there being final agreement on the purchase price for the land. It is important to emphasize that a Section 30 Agreement is consensual between the seller and the purchaser and is not a forced expropriation.

The basic idea behind a Section 30 Agreement is that the purchaser and the seller agree on the transfer of land in consideration for the initial payment by the purchaser of an amount deemed to represent fair market value. However, acceptance of the payment is without prejudice to the seller's right to claim additional payment if the seller believes that the market value of the land is greater than the amount offered by the purchaser. The Municipality would also be compensated

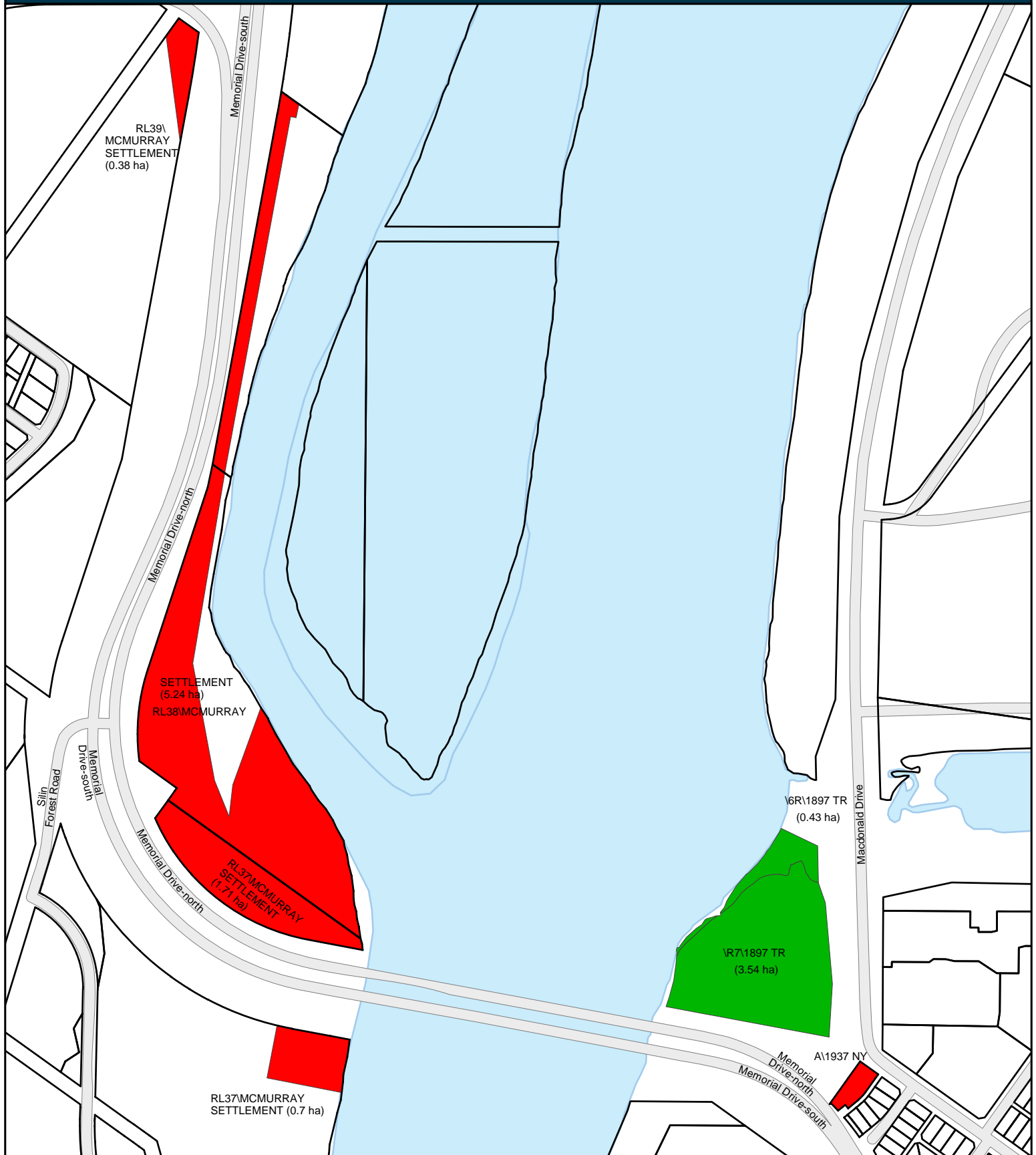
by the Province for its reasonable legal, appraisal and other consultant costs incurred if the matter is referred to the Land Compensation Board.

In addition to providing protection with respect to market value, any unresolved issues between the purchaser (the Province) and the seller (the Municipality) can also be protected in the Section 30 Agreement by way of conditions precedent. The Agreement can be executed before the conditions precedent are satisfied, however payment of the purchase price and transfer of the land are deferred until the conditions precedent have been addressed to the Municipality's satisfaction.

The key conditions precedent that will need to be addressed in this instance include removal of the "Reserve" designation in accordance to the *Municipal Government Act*, and the protection of rights of way for municipal infrastructure that cross the lands that will be transferred to the Province.

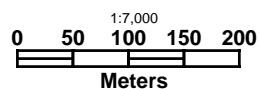
Attachments:

1. Maps of Subject Properties



Legend

- Subject Area
- Subject Area (Reserved)
- Parcel Boundary



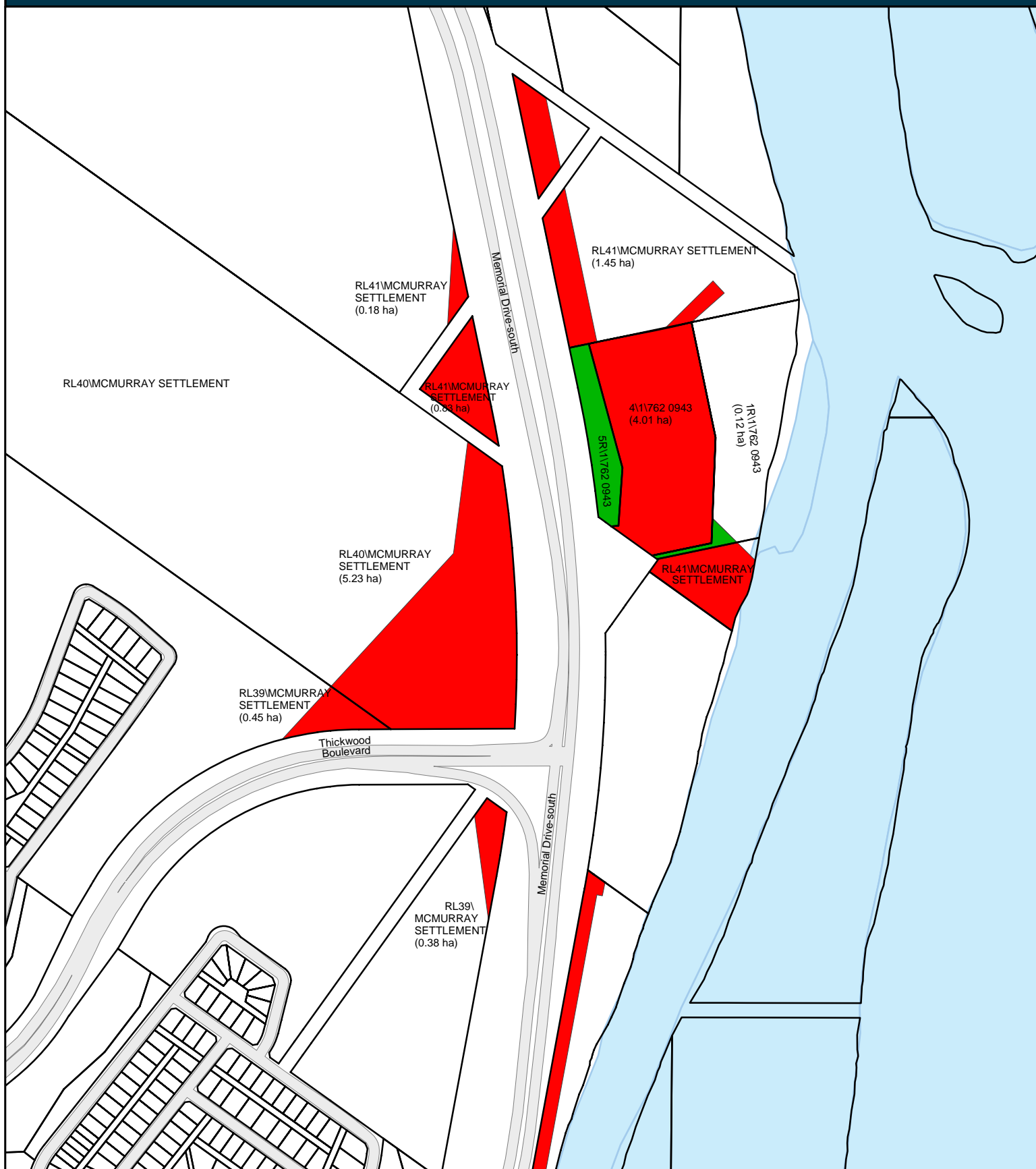
HIGHWAY 63:II RIGHT-OF-WAY ACQUISITIONS



REGIONAL MUNICIPALITY
OF WOOD BUFFALO

Map created by the Geographic Information
Systems Branch on March 15, 2010

SI0445C

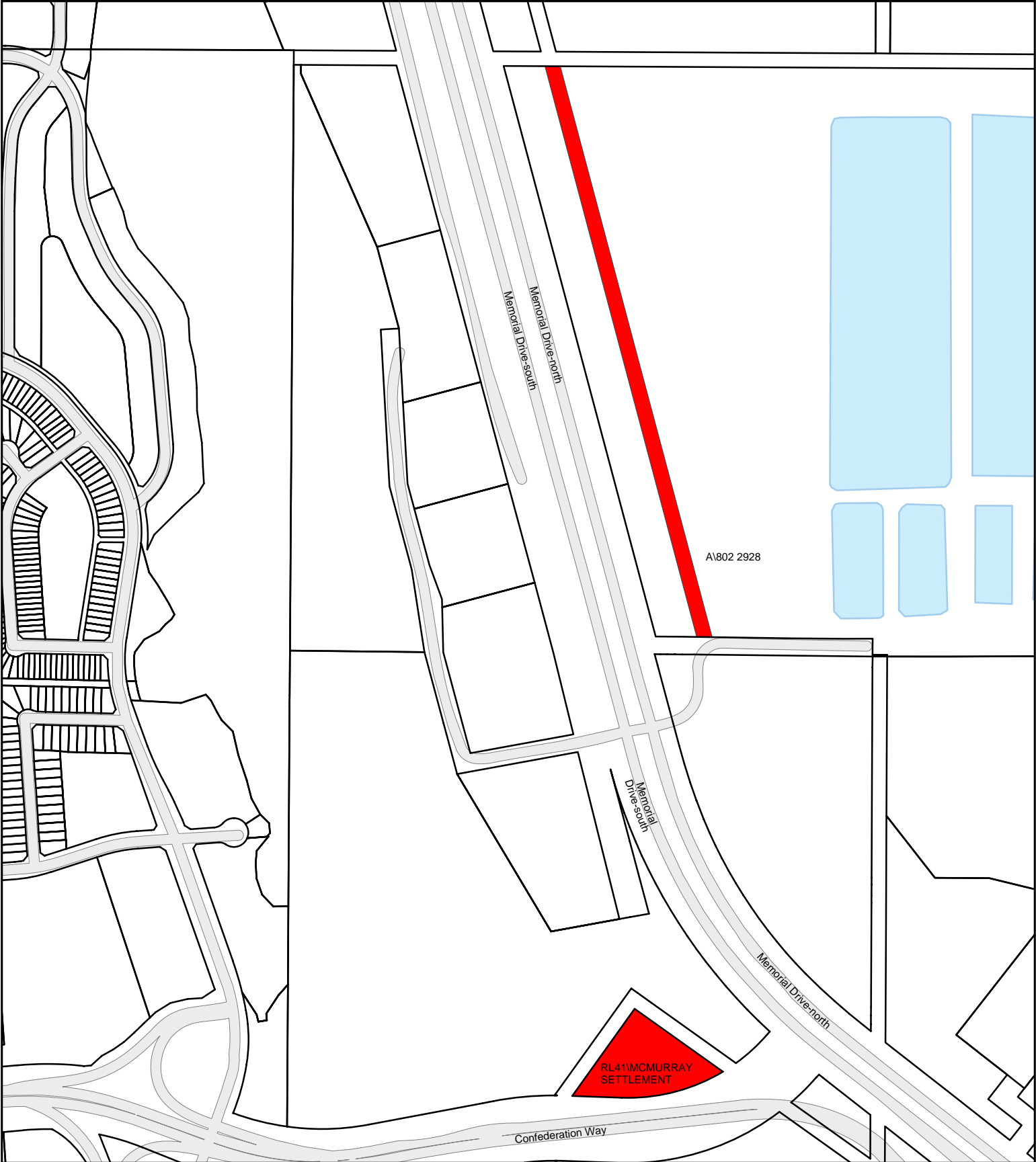


HIGHWAY 63:II RIGHT-OF-WAY ACQUISITIONS

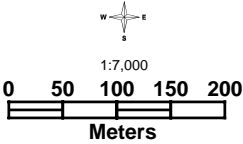


Map created by the Geographic Information Systems Branch on March 15, 2010

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Legend
Parcel Boundary



HIGHWAY 63:II
RIGHT-OF-WAY ACQUISITIONS



Map created by the Geographic Information Systems Branch on March 15, 2010

Subject: Notice of Motion re: Addition of Programs to 2010 Tax Rate Bylaw**APPROVALS:**

Councillor Mila Byron

Recommendation:

THAT the following motion, as presented at the March 9, 2010 regular Council meeting, be lifted from the table:

THAT Administration be directed to investigate a grant program that would permit local business property owners to claim a grant of approximately \$1,000.00 for beautification initiatives, such as outdoor artwork, or creating a “meeting place” for our community.

Background:

At the Council meeting held on Tuesday, February 23, 2010, Councillor Byron served notice that the following motion will be brought forward for Council’s consideration on March 9, 2010:

“THAT Administration be directed to add to the 2010 Tax Rate Bylaw, coming before Council in the coming months, the following two programs:

- (i) That would permit seniors to deduct from their property taxes \$300.00; and
- (ii) That would permit local business property owners to deduct from their property taxes \$1,000.00 for beautification initiatives, such as outdoor artwork, or creating a “meeting place” for our community.”

At the Council meeting held on Tuesday, March 9, 2010, amendments were made to the motion which resulted in the following:

“THAT Administration be directed to investigate the following grant programs that would :

- (i) permit seniors to claim a grant up to \$300.00.; and
- (ii) permit local business property owners to claim a grant of approximately \$1,000.00 for beautification initiatives, such as outdoor artwork, or creating a “meeting place” for our community.”

At Council’s request, the motion was voted on separately with section (i) being carried and section (ii) being tabled until March 23, 2010, for Administration to research and provide an opinion regarding potential pecuniary interest.

Subject: Notice of Motion re: Letter to the Electoral Boundaries Commission
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APPROVALS:

Councillor John Vyboh

Recommendation:

THAT Administration be directed to draft a letter to the Electoral Boundaries Commission supporting the recommendation in their interim report of creating an additional provincial constituency in the Regional Municipality of Wood Buffalo.

Background:

At the Council meeting held on Tuesday, March 9, 2010, Councillor Vyboh served notice that the following motion will be brought forward for Council's consideration on March 23, 2010:

“THAT Administration be directed to draft a letter to the Electoral Boundaries Commission supporting the recommendation in their interim report of creating an additional provincial constituency in the Regional Municipality of Wood Buffalo.”