



## **Council Meeting**

Council Chamber  
Municipal Building - Jubilee Centre  
9909 Franklin Avenue, Fort McMurray

Tuesday, May 27, 2008  
6:00 p.m.

### **Amended Agenda**

#### **Call to Order**

#### **Opening Prayer**

#### **Adoption of Agenda**

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

- A. Special Council Meeting – May 6, 2008
- B. Regular Meeting – May 13, 2008

#### **Delegations**

- A. None scheduled.

*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.*

#### **Bylaws**

- A. Bylaw No. 08/029 – 2008 Tax Rate Bylaw (2<sup>nd</sup> and 3<sup>rd</sup> readings)

#### **Reports**

- A. Extension of Recycling Education and Awareness Campaign
  - PowerPoint Presentation – Dagny Alston, The Dagny Partnership
- B. Purchase of John Deer Skidsteer
- C. Landfill Gas Feasibility Study Phase II
- D. Valve Maintenance System
- E. Parcel F Subdivision – Stonecreek Phase 2
- F. Parcel F Subdivision – Stonecreek Phase 3A

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

- A. Bylaw No. 08/029 – 2008 Tax Rate Bylaw – (2<sup>nd</sup> and 3<sup>rd</sup> readings) – as amended

#### **Updates**

- A. Reporting of Councillors on Boards and Committees  
(*Councillors Vyboh, Janvier, Meagher and Rebus*)
- B. Mayor's Update

#### **Adjournment**

**BYLAW NO. 08/029**

**BEING A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO AUTHORIZE THE SEVERAL RATES OF TAXATION TO BE IMPOSED FOR THE RURAL AND URBAN SERVICE AREAS FOR THE 2008 FISCAL YEAR.**

WHEREAS the operating expenditures for the Regional Municipality of Wood Buffalo as approved in the 2008 Operating Budget total \$352,527,430; and

WHEREAS Local Improvement Program levies total \$430,493 as approved in the 2008 Operating Budget; and

WHEREAS the operating revenues for the Regional Municipality of Wood Buffalo from sources other than taxation levies as approved in the 2008 Operating Budget total \$70,493,215; and

WHEREAS Section 357 (1) of the Municipal Government Act provides that the Municipal Tax Bylaw: “may specify a minimum amount payable as property tax.....” and the Regional Municipality of Wood Buffalo has resolved to establish a minimum tax;

WHEREAS the Alberta School Foundation has issued the following requisitions to the Regional Municipality of Wood Buffalo, namely:

- |      |                               |               |
|------|-------------------------------|---------------|
| (i)  | for residential and farm land | \$ 12,005,642 |
| (ii) | for non-residential           | \$ 15,636,368 |

WHEREAS the Fort McMurray R.C.S.S.D. #32 has made the following Requisitions to the Regional Municipality of Wood Buffalo, namely:

- |      |                              |            |
|------|------------------------------|------------|
| (i)  | for residential and farmland | \$ 697,368 |
| (ii) | for non-residential          | \$ 121,244 |

WHEREAS the Ayabaskaw House has made the following Requisition to the Regional Municipality of Wood Buffalo, namely:

- |     |                        |            |
|-----|------------------------|------------|
| (i) | for all property types | \$ 340,000 |
|-----|------------------------|------------|

WHEREAS the Rotary House Senior Lodge has made the following Requisition to the Regional Municipality of Wood Buffalo, namely:

- |     |                        |              |
|-----|------------------------|--------------|
| (i) | for all property types | \$ 1,542,000 |
|-----|------------------------|--------------|

WHEREAS Section 10 of the Order in Council No. 817-94 bringing about the amalgamation of Improvement District 143 and the City of Fort McMurray, which became effective on the 1<sup>st</sup> day of April, 1995, allows the Municipality, by Bylaw, to establish different rates of taxation for the Fort McMurray Urban Service Area and the Rural Service Area for each assessment class or sub-class referred to in Section 297 of the Municipal Government Act; and

WHEREAS the net annual tax levy requirements of the Regional Municipality of Wood Buffalo for the 2008 Fiscal Year are estimated to be:

MUNICIPAL PURPOSES	\$281,603,722
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WHEREAS the total Regional Municipality of Wood Buffalo Rural Service Area assessment of land, buildings, and improvements from which tax levy requirements may be raised total \$15,251,185,211; and

WHEREAS the total Regional Municipality of Wood Buffalo Urban Service Area assessment of land, buildings, and improvements from which tax levy requirements may be raised total \$10,226,084,352; and

WHEREAS it is deemed necessary to impose several rates of taxation for the 2008 Fiscal Year, as hereinafter set out, against those properties from which the tax levy requirements may be raised;

NOW THEREFORE, the Council of the Regional Municipality of Wood Buffalo, in the Province of Alberta, duly assembled, hereby enacts, pursuant to Sections 353 and 354 of the Municipal Government Act the following:

1. THAT the General Manager of Assessment and Taxation shall be authorized and required to levy the rates of taxation as shown following against the assessed value of all lands, buildings, and improvements as shown upon the Municipal Assessment Roll.

EDUCATION

- Alberta School Foundation Fund	
Rural and Urban Service Area	
- Residential and Farmland	0.0013669
- Non-Residential	0.0035654
- Fort McMurray R.C.S.S.D. # 32	
- Residential and Farmland	0.0013669
- Non-Residential	0.0035654

SENIORS' FACILITIES

- Ayabaskaw Home	0.0000134
- Rotary House	0.0000606

MUNICIPAL PURPOSES - RURAL SERVICE AREA

- Residential and Farmland	0.0018492
- Non-Residential	0.0163448

MUNICIPAL PURPOSES - URBAN SERVICE AREA

- Residential and Farmland	0.0030300
- Other Residential	0.0058892
- Non-Residential	0.0089672

2. THAT all properties not otherwise exempt from taxation subject to assessment shall be subject to a minimum tax of \$50.00. Where the application of the tax rates established by this Bylaw to the assessment of any taxable property would result in a total tax payable of less than \$50.00, the total tax shall be assessed at \$50.00, with the tax allocated to pay firstly the amount of Education, Ayabaskaw Home and the Rotary House tax payable, and the balance paid and deemed to the Municipal Tax payable.
3. This Bylaw shall be passed and become effective when it receives third reading and is signed by the Mayor and Chief Legislative Officer.

READ a first time this 13<sup>th</sup> day of May, A.D. 2008.

READ a second time this 27<sup>th</sup> day of May, A.D. 2008, as amended

READ a third and final time this 27<sup>th</sup> day of May, A.D. 2008, as amended

SIGNED and PASSED this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 2008

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CHIEF LEGISLATIVE OFFICER

**Subject: Bylaw No. 08/029 - 2008 Tax Rate Bylaw****APPROVALS:**

Henk van Waas, General Manager, Assessment & Taxation  
Kevin Greig, Deputy CAO – Corporate  
Rodney Burkard, Chief Administrative Officer

**Administrative Recommendation(s):**

1. THAT Bylaw No. 08/029, be read a second time.
2. THAT Bylaw No. 08/029, be read a third and final time.

**Summary:**

In accordance with the *Municipal Government Act*, the Regional Municipality of Wood Buffalo is required, annually, to pass a Tax Rate Bylaw. The Bylaw establishes the rates at which various property classes are to be taxed and is calculated based on the total assessment value of all properties within each of the property classes throughout the Regional Municipality (Urban and Rural Service Areas).

Assessment valuation methods are prescribed by the Provincial Government and vary between property types. The tax levied on all residential and commercial properties is calculated by applying the tax rate against the individual property's market value assessment as of July 1 of the previous year. Machinery and equipment and linear property are assessed based on a regulated cost approach.

Property taxes are levied to raise revenue to fund Municipal expenditures and external requisitions from Alberta Education, Ayabaskaw House, and Rotary House. With respect to requisitions for Provincial Education and seniors' facilities, the requisitioning authority's tax rates are calculated based on the amounts they request. In imposing the necessary tax levy, it is important to note that the Municipality simply acts as a collector of the funds and Council has no authority to refuse or change the amount requested.

A typical residential property tax notice will consist of three components: a municipal levy, an Alberta Education requisition levy, and a levy for seniors' lodging. The total amount of property taxes paid will vary based on the actual assessment value, and the respective tax rate (Urban Residential, Rural Residential, or Non-Residential) applied against the various property classes.

**Background:**

In order to assist with the understanding of the following 2008 tax rate recommendations, the following clarifications are provided:

- Property tax remaining neutral simply means that the Municipality will collect the same overall tax revenue for the 2008 tax year as it did in the 2007 tax year on properties which

existed in 2007. Market values in the residential property tax classes experienced differing market value increases due to factors such as locational influences. Although the Municipality is collecting the same revenue in 2008 from residential properties which existed in 2007, there will be both tax increases and decreases within the property classes.

- The overall total tax revenue collected for the residential property classes will increase as a result of new properties being taxed for the first time in the 2008 taxation year.

Administration has used the following approach to establish tax rates for the 2008 Tax Rate Bylaw:

- Urban Residential and Rural Residential property taxes (as a group) remain neutral, with additional taxes collected from first time new properties,
- Urban Other Residential property taxes (as a group) remain neutral, with additional taxes collected from first time new properties,
- Urban Non-Residential property taxes (as a group) be increased 5%, with additional taxes collected from first time new properties,
- Rural Non Residential property taxes (as a group) be increased 20%, with additional taxes collected from first time new properties.

In 2005 and 2006, our Mayor on behalf of Council presented two resolutions to both the Alberta Urban Municipalities Association and Alberta Association of Municipal Districts and Counties concerning machinery and equipment assessments. The resolutions called for the abolishment of the immediate 25% depreciation allowance and repealing *Municipal Government Act Section 354 (3.1)* which requires machinery and equipment to be taxed at the same rate as non-residential properties. These resolutions would enable the Municipality to fairly distribute taxes. Although supported unanimously by both associations and forwarded to the Provincial Government, to date there has been no positive government response.

In 2006, the Regional Municipality of Wood Buffalo intervened in three Alberta Energy and Utility Board hearings. The Board recognized that there is a need for immediate Federal and Provincial Government funding for the accelerated infrastructure growth in the Municipality. In 2006, the Radke Report recommended immediate substantial direct funding to the Municipality. Although funding has been made available from the Provincial Government, the amount is not sufficient to aid in funding the current extreme infrastructure costs facing the Municipality.

In 2007, Administration petitioned the Provincial Government to strike *Section 291* from the *Municipal Government Act*. This action would allow the Municipality to tax oil sand developments as they are being built, thereby financing infrastructure costs as the developments come on line. The Government has acknowledged it is time to start consultations with stakeholders in 2008. The entire process would entail three years before any recommendations are brought forward to the appropriate government Minister.

Currently there are unfunded capital projects worth \$154 Million and emergent capital costs estimated at \$30 Million, exceeding the original 2008 budget estimates.

**Alternatives:**

1. Proceed with the approved 2008 operating budget.
2. Raise additional taxes required for emerging capital projects through property taxation.  
Additional taxes raised to be allocated to the Capital Infrastructure Reserve Fund (estimated at \$29 Million).

**Rationale for Recommendation(s):**

One of the biggest challenges facing the Municipality is that without upfront senior government funding, the Municipality must invest in infrastructure and services to accommodate population growth arising from new oilsand projects well in advance of receiving any property tax revenue from those projects. While it is impossible for the Municipality to adequately respond without direct financial assistance from senior levels of government, the Municipality will still be required to make a very large financial commitment to capital projects in order to attempt to meet existing and expected servicing requirements. Most of this funding will come from municipal sources; a significant portion will be debt financing. A portion of the additional debt room created by the proposed tax increase has been allocated to the increased debt required to fund approved capital projects. Therefore, if the Tax Bylaw is not passed as presented, funding for the approved capital projects will need to be re-visited by Administration and amended by Council.

Administration proposed the following taxation strategy for the years 2008-2012:

Urban Residential and Rural Residential property taxes

- 2008 – 2010 (as a group) remain neutral, with additional taxes collected from first time new properties
- 2011 – 2012 (as a group) be increased 3%, with additional taxes collected from first time new properties

Urban Other Residential property taxes

- 2008 – 2010 (as a group) remain neutral, with additional taxes collected from first time new properties
- 2011 – 2012 (as a group) be increased 3%, with additional taxes collected from first time new properties

Urban Non Residential property taxes

- 2008 – 2012 (as a group) be increased 5%, with additional taxes collected from first time new properties

Rural Non Residential property taxes

- 2008 – 2010 (as a group) be increased 20%, with additional taxes collected from first time new properties
- 2011 – 2012 (as a group) be increased 10%, with additional taxes collected from first time new properties

**Attachments:**

1. 2008 Tax Rate Bylaw



**BYLAW NO. 08/029**

**BEING A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO AUTHORIZE THE SEVERAL RATES OF TAXATION TO BE IMPOSED FOR THE RURAL AND URBAN SERVICE AREAS FOR THE 2008 FISCAL YEAR.**

WHEREAS the operating expenditures for the Regional Municipality of Wood Buffalo as approved in the 2008 Operating Budget total \$319,195,655; and

WHEREAS Local Improvement Program levies total \$430,493 as approved in the 2008 Operating Budget; and

WHEREAS the operating revenues for the Regional Municipality of Wood Buffalo from sources other than taxation levies as approved in the 2008 Operating Budget total \$70,493,215; and

WHEREAS Section 357 (1) of the Municipal Government Act provides that the Municipal Tax Bylaw: “may specify a minimum amount payable as property tax.....” and the Regional Municipality of Wood Buffalo has resolved to establish a minimum tax;

WHEREAS the Alberta School Foundation has issued the following requisitions to the Regional Municipality of Wood Buffalo, namely:

- |      |                               |               |
|------|-------------------------------|---------------|
| (i)  | for residential and farm land | \$ 12,005,642 |
| (ii) | for non-residential           | \$ 15,636,368 |

WHEREAS the Fort McMurray R.C.S.S.D. #32 has made the following Requisitions to the Regional Municipality of Wood Buffalo, namely:

- |      |                              |            |
|------|------------------------------|------------|
| (i)  | for residential and farmland | \$ 697,368 |
| (ii) | for non-residential          | \$ 121,244 |

WHEREAS the Ayabaskaw House has made the following Requisition to the Regional Municipality of Wood Buffalo, namely:

- |     |                        |            |
|-----|------------------------|------------|
| (i) | for all property types | \$ 340,000 |
|-----|------------------------|------------|

WHEREAS the Rotary House Senior Lodge has made the following Requisition to the Regional Municipality of Wood Buffalo, namely:

- |     |                        |              |
|-----|------------------------|--------------|
| (i) | for all property types | \$ 1,542,000 |
|-----|------------------------|--------------|

WHEREAS Section 10 of the Order in Council No. 817-94 bringing about the amalgamation of Improvement District 143 and the City of Fort McMurray, which became effective on the 1<sup>st</sup> day of April, 1995, allows the Municipality, by Bylaw, to establish different rates of taxation for the Fort McMurray Urban Service Area and the Rural Service Area for each assessment class or sub-class referred to in Section 297 of the Municipal Government Act; and

WHEREAS the net annual tax levy requirements of the Regional Municipality of Wood Buffalo for the 2008 Fiscal Year are estimated to be:

MUNICIPAL PURPOSES	\$248,271,947
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WHEREAS the total Regional Municipality of Wood Buffalo Rural Service Area assessment of land, buildings, and improvements from which tax levy requirements may be raised total \$15,251,185,211; and

WHEREAS the total Regional Municipality of Wood Buffalo Urban Service Area assessment of land, buildings, and improvements from which tax levy requirements may be raised total \$10,226,084,352; and

WHEREAS it is deemed necessary to impose several rates of taxation for the 2008 Fiscal Year, as hereinafter set out, against those properties from which the tax levy requirements may be raised;

NOW THEREFORE, the Council of the Regional Municipality of Wood Buffalo, in the Province of Alberta, duly assembled, hereby enacts, pursuant to Sections 353 and 354 of the Municipal Government Act the following:

1. THAT the General Manager of Assessment and Taxation shall be authorized and required to levy the rates of taxation as shown following against the assessed value of all lands, buildings, and improvements as shown upon the Municipal Assessment Roll.

EDUCATION

- Alberta School Foundation Fund	
Rural and Urban Service Area	
- Residential and Farmland	0.0013669
- Non-Residential	0.0035654
- Fort McMurray R.C.S.S.D. # 32	
- Residential and Farmland	0.0013669
- Non-Residential	0.0035654

SENIORS' FACILITIES

- Ayabaskaw Home	0.0000134
- Rotary House	0.0000606

MUNICIPAL PURPOSES - RURAL SERVICE AREA

- Residential and Farmland	0.0018492
- Non-Residential	0.0140825

MUNICIPAL PURPOSES - URBAN SERVICE AREA

- Residential and Farmland	0.0030300
- Other Residential	0.0058892
- Non-Residential	0.0089672

2. THAT all properties not otherwise exempt from taxation subject to assessment shall be subject to a minimum tax of \$50.00. Where the application of the tax rates established by this Bylaw to the assessment of any taxable property would result in a total tax payable of less than \$50.00, the total tax shall be assessed at \$50.00, with the tax allocated to pay firstly the amount of Education, Ayabaskaw Home and the Rotary House tax payable, and the balance paid and deemed to the Municipal Tax payable.
3. This Bylaw shall be passed and become effective when it receives third reading and is signed by the Mayor and Chief Legislative Officer.

READ a first time this 13<sup>th</sup> day of May, A.D. 2008.

READ a second time this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 2008.

READ a third and final time this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 2008.

SIGNED and PASSED this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 2008

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CHIEF LEGISLATIVE OFFICER

**Subject: Extension of Recycling Education and Awareness Campaign**

**APPROVALS:** Wes Holodniuk, General Manager  
Susan Motkaluk, Deputy Chief Administrative Officer  
Rodney Burkard, Chief Administrative Officer

**Administrative Recommendation(s):**

1. THAT the proposed Waste Stream Diversion Social Marketing Strategy (April 25<sup>th</sup>, 2008) as prepared by “The DAGNY Partnership”, be approved for use as a guiding document for the development and implementation of recycling programs and initiatives for the next three years;
2. THAT Administration be authorized to negotiate and enter into a contract extension with Suncor Energy Inc. for a funding agreement of \$150,000/year for an additional three year term (2008-2010);
3. THAT Administration be authorized to negotiate an extension to the Municipality’s contract with The DAGNY Partnership for an additional three year term (2008-2010) to assist in the implementation and social marketing of the proposed waste stream diversion modules, at a value not to exceed \$544,650.
4. THAT the funding required for 2009 and 2010 be incorporated in the applicable operating budget/financial plan.

**Summary:**

Council approval is required by Administration to extend the current Recycling Education and Awareness Campaign as identified within the proposed Waste Stream Diversion Social Marketing Strategy to complement the implementation of the Solid Waste Master Plan, waste stream diversion modules. Administration also requires formal approval for the continuation of the existing funding partnership with Suncor Energy Inc.

**Background:**

In May 2005, the Regional Municipality of Wood Buffalo (RMWB) and recycling partner Suncor Energy Inc. were approved to expand and promote the Municipality’s Household Recycling Depot program. The partners then engaged The DAGNY Partnership to develop and implement the 2005-2007 Recycling Education and Awareness Strategy.

In 2005, when the Recycling Education and Awareness Campaign was in its developmental stages, RMWB residents recycled a total of 227 tonnes of household waste, including mixed paper, newspaper, cardboard, tins, glass and plastic milk jugs. In 2006, the first full year of the Recycling Education and Awareness Campaign, residents had increased their total recycling efforts 91 per cent for a total of more than 433 tonnes of material diverted from the landfill. In 2007, RMWB residents recycled 629 tonnes of material through the recycling depots. This

equates to a 177% increase over the two years. This pattern has already been mirrored in the 2008 data and as such the proposed strategy will be required to maintain current program success rates.

With a clear understanding of the communication challenges and results over the past several years, the consultant team facilitated a full day workshop with the RMWB and Suncor Energy Inc. staff to chart the strategic direction for the next phase of the Awareness and Education Strategy. The workshop included a review of the strategic directions being proposed by the Municipality within the Solid Waste Master Plan and an active discussion on the priorities, target audiences, key messages and tactical direction that the next phase should take.

#### **Alternatives:**

1. Status Quo; continue current waste stream management operations at current waste stream diversion levels.
2. Reduced Service Level: reduce waste stream diversion operations and continue with dependence on regional landfill facilities for waste management needs.
3. In-house Program; establish and operate the education program within Municipal Communications department. Current staffing issues will reduce effectiveness of program if alternative is chosen.
4. Continuation of Education and Awareness Campaign for an additional three year term.

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

The proposed Waste Stream Diversion Social Marketing Strategy has provided a preliminary budget estimate for the three year project. The following table illustrates the municipal financial implications as well as the Suncor Energy Inc. partnership funding contributions:

<b>Fiscal Year</b>	<b>RMWB</b>	<b>SUNCOR ENERGY INC.</b>	<b>TOTAL BUDGET</b>
<b>2008</b>	\$38,700	\$150,000	\$188,700
<b>2009</b>	\$6,450	\$150,000	\$156,450
<b>2010</b>	\$49,500	\$150,000	\$199,500

Municipal financial implications for 2009 and 2010 will be allocated under the Public Works Department Operating Budget as identified in the above table. Administration allocated \$100,000 for program funding within the 2008 Operating Budget. As a result, the 2008 financial implications will result in a 2008 Public Works Operating Budget savings of \$61,300.

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

The recommendation is based on current success rate of the initial Recycling Education and Awareness Campaign. In addition, the chosen option will complement the newly adopted Solid Waste Master Plan in achieving the waste stream diversion goal of 50% by 2012.

#### **Attachments:**

1. Waste Stream Diversion Social Marketing Strategy – Regional Municipality of Wood Buffalo in partnership with Suncor Energy (2008-2010).



# Waste Diversion Social Marketing Strategy

Regional Municipality of Wood Buffalo  
in partnership with Suncor Energy

**April 25, 2008**

**STRATEGIC COMMUNICATION SOLUTIONS**

The DAGNY Partnership is the operating division of 1124163 Alberta Ltd.

# Waste Diversion Social Marketing Strategy 2008 - 2010

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### APPENDIX

Summary of RMWB Depot Recycling Statistics

2007 Recycling Report – Banister Research



## Waste Diversion Social Marketing Strategy 2008 - 2010

### STRATEGY DEVELOPMENT PROCESS

In 2005, the Regional Municipality of Wood Buffalo (RMWB) and recycling partner Suncor Energy approved the direction in principle to expand and promote the municipality's household Recycling Depot program. The partners then engaged The DAGNY Partnership to develop and implement the 2005-2007 Recycling Education and Awareness Strategy.

The strategy, presented to and approved by the RMWB Council in early 2006, has been rolled out over the past two years. Now, the RMWB has extended its contract with The DAGNY Partnership to develop the complementary 2008-2010 Waste Diversion Social Marketing Strategy to support the operational waste diversion strategies outlined in the upcoming Solid Waste Master Plan.

The consultant team used information gained from the assessment of tactical components completed during the 2005-2007 Recycling Education and Awareness Strategy in developing the 2008-2011 strategy:

- Held regular conference calls with RMWB Solid Waste Services, Environment Branch, Public Works Department, RMWB Communications Department and Suncor representatives over the three-year period to discuss operational and communication opportunities and issues
- Liaised with various representatives of the Wood Buffalo Catholic and public school boards to review involvement in specific initiatives
- Established a recycling program evaluation baseline through a telephone survey of 400 Fort McMurray residents regarding recycling and waste management conducted in April 2006
- Conducted a follow-up program evaluation survey, also of 400 respondents, in November 2007
- Compared quarterly RMWB recycling statistics as they were received from RMWB
- Assessed program elements in situ in Fort McMurray approximately three times annually
- Tracked web traffic and queries
- Received various provincial recycling program updates from Alberta Environment (AE)

With a clear understanding of the past several years' communication challenges and results, the consultant team facilitated a full day workshop with the RMWB and Suncor Energy staff to chart the strategic direction for the next phase of the awareness and education strategy.

The workshop included a review of the strategic directions being proposed by the municipality in its upcoming Solid Waste Master Plan and an active discussion on the priorities, target audiences, key messages and tactical direction that the next phase should take.

The consultant team reviewed the workshop material, revised and enhanced some of the directions discussed and framed this input and their expertise into the follow tactical strategy.



## Waste Diversion Social Marketing Strategy 2008 - 2010

### SITUATIONAL ANALYSIS

Since the Regional Municipality of Wood Buffalo (RMWB) and Suncor Energy's Recycling Education and Awareness Social Marketing Strategy was launched in 2005, RMWB residents have substantially increased their recycling efforts.

In 2005, when the recycling education and awareness strategy was in its developmental stages, RMWB residents recycled a total of 227 tonnes of household waste, including mixed paper, newspaper, cardboard, tins, glass and plastic milk jugs. In 2006, the first full year of the recycling education and awareness strategy, residents had increased their total recycling efforts 91 per cent for a total of more than 433 tonnes of material diverted from the landfill. This pattern continued in 2007. RMWB residents recycled 629 tonnes of material through the recycling depots. This equates to a 177% increase over the two years.

Clearly, a multi-layered strategic approach is paying dividends and helping the RMWB to achieve its goal of diverting 50% of its waste by 2012.

The three-year program in effect from 2005-2007 targeted homeowners, focusing specifically on families aged 25 to 45 with children aged 8 to 12. Program messages concentrated on the basics: what to recycle, where to recycle and how to recycle. This phase of the strategy included the development of the creative treatment that was used extensively in a range of communication products that reached target audiences with key recycling information. The creative elements, with some adaptation for later stages of the strategy, will be sustained through the next phase of the strategy.

As well, the 2005-2007 program included components specific to the infrastructure of the depots. Depot redesign and signage substantially improved the aesthetic appearance of the existing depots, making them more attractive, safer and more informative. As well, a new depot – Gregoire – came on stream in late 2007.

Formal evaluation conducted in November 2007 quantifies the results of this approach:

- Substantial increase in awareness of recyclable products, particularly other paper and cardboard (73% vs. 57% in 2006), tin cans (38% vs. 33%) and glass (37% vs. 31%)
- Substantial increase in households recycling 6 times or more per year (62% vs. 43%)
- Slight increase in more frequent recyclers (twice or more per year) and unfortunately a slight increase in 'no recycling'
- Lack of awareness decreased substantially as an excuse (9% in 2007 vs. 22%)
- 79% of respondents saw or visited the Recycling Depots, and within this group,
  - 79% (vs. 76% in 2006) feel the depots are convenient
  - 75% vs. 72% feel safe and secure
  - Significant increase (47% vs. 35) feel the depots are attractive and appealing
- Significant increase in viewing the depots as recycling centres rather than garbage bins (72% vs. 66%)

## Waste Diversion Social Marketing Strategy 2008 - 2010

### SITUATIONAL ANALYSIS

(cont'd)

- Respondent suggestions included:
  - Introduce curbside recycling (35% vs. 36%)
  - More depots (13% vs. 19%)
  - Clean the depots and empty the bins more often (7% vs. 4%)
  - Information on where to recycle (5% vs. 17%)
  - Information on what to recycle (5% vs. 16%)
  - No suggestions (27% vs. 13%)
- Awareness program's key messages reached and resonated with the audience:
  - Reduction most responsible way to deal with waste (92% vs. 92%)
  - Reducing waste everyone's responsibility (98% vs. 95%)
  - Recycling Depots are cost effective (43% vs. 39%)
  - Environmental stewardship is legacy for children (97% vs. 96%)
  - Municipality should be visible leader (92% vs. 90%)

The evaluation results also offered good tactical information regarding awareness of specific campaign messaging, with unaided awareness of the general 3Rs slogan increasing to 29% from 19% in 2006. Twenty-three per cent of respondents were aware of RRRibbitt, the recycling mascot.

In addition to formal evaluation methods, the website was tracked. The Depot Locations was the most popular page and overall website traffic mirrored activities in the community and advertising flights. In addition, the Waste Hotline fields approximately 3,500 waste-related calls annually, answering a range of questions.

Community relations activities have included school classes at Depot openings, recycling challenges in the classrooms, a Sustainable Communities workshop, nearly 400 residents who successfully got 'caught in the act of recycling,' each fall and thousands of others who have picked up brochures, fact sheets and a recycling magnet from RRRibbitt. As well, temporary recycling depots were introduced at major community special events and major billboards were installed on the RMWB's waste trucks providing recycling information. The recently completed NIMBY online game is designed to engage and educate and, when launched, will provide an excellent resource for children and teachers.

The introduction of the e-Waste Roundup in 2007 provided a new community relations event which both increased awareness around new products to recycle as well as diverting several tonnes of waste from landfill.

The 2005-2007 strategy was based on the assumption that many residents support recycling but they didn't know what to do or where to go and that by providing this information the residents would recycle more. With the dramatic increase of 177% more material recycled and the significant decline in the population needing more information about how and where to recycle (5% in 2007 vs. 17%), the assumptions and strategy have obviously hit the mark.



## Waste Diversion Social Marketing Strategy 2008 - 2010

### SITUATIONAL ANALYSIS

(cont'd)

Both the formal evaluation survey and the amount of recyclable material being diverted from the landfill confirm the program is achieving significant results.

These results, however, are only a first step toward entrenching recycling practices as a routine behaviour. While RMWB recyclers have increased their recycling practices, social marketing principles indicate that permanent behavioural change requires individuals to progress through a series of related stages – awareness, support, engagement and full participation – before their change in behaviour becomes the new behavioural norm.

The first three years of the Wood Buffalo recycling social marketing strategy built key creative tools and laid the groundwork for increased recycling efforts over the long term. The next phase of the program will help entrench behavioural change in those who currently recycle, encourage them to recycle more and will work to increase the overall number of individuals in the community who recycle. A key new plank will be to support the implementation of new and expanded recycling programs all designed to help the RMWB achieve its waste diversion goal.

## Waste Diversion Social Marketing Strategy 2008 - 2010

### FUTURE DIRECTION BUILDS ON PROGRESS TO DATE

Wood Buffalo has responded well to the recycling education and awareness program over the past three years, and the amount of material diverted from the landfill has grown exponentially over that period.

The 2008-2010 Waste Diversion Social Marketing Strategy has a solid foundation of community awareness and participation on which to build. To sustain the momentum of the program and to keep increasing the amount of material diverted from the landfill, several factors must be considered as the 2008-2010 program is developed.

First, the 2005-2007 program has created a substantially expanded base of awareness for, and information about, recycling in Wood Buffalo. Most of the current recycling activity comes from families aged 25 to 45 with elementary school-aged children. Substantial opportunity exists, however, to further increase the recycling efforts of those who already recycle and to expand the number of audiences getting into the recycling habit. Those audiences include renters, residents in multi-family housing, residents new to Fort McMurray and selected community stakeholders.

As well, RMWB's planned introduction of several new recycling programs and services as outlined in the RMWB Solid Waste Master Plan will increase the types of material that can be recycled. These planned programs and services include:

- Addition of a new Recycling Depot (2008)
- Paint recycling program (planned for introduction in 2008)
- Tire recycling
- Plastics and Styrofoam recycling
- Expansion of the e-waste program to include photocopy machines and overhead projectors
- Battery recycling
- Curbside leaf and yard waste recycling (planned for introduction in 2009)
- Expansion of the current construction and renovation recycling program (planned for 2009)
- Introduction of curbside recycling in 2010
- Material Recycling Centre (start-up planned for 2010)

Each of these new programs and services offers opportunity for greater waste diversion – and, at the same time, adds to the challenge of communicating the benefits and tactics to Wood Buffalo residents and businesses.

A final factor to be considered in the 2008-2010 program is the shift in messaging from a focus almost entirely on household recycling to the broader concept of waste diversion, which places significant focus on all three Rs – reduce, reuse and recycle – and their subsets including refuse and reclaim. The evolved messaging also puts an added focus on the end goal of waste diversion: to extend the life of the Wood Buffalo landfill.



## Waste Diversion Social Marketing Strategy 2008 - 2010

### **FUTURE DIRECTION BUILDS ON PROGRESS TO DATE** (cont'd)

To address these factors, the 2008-2010 Waste Diversion Social Marketing Strategy will employ a two-phased approach: maintain the current information and awareness strategies and tactics from the first phase of the program and introduce complementary messaging and strategies to broaden the reach of the program throughout the community and to address the specific requirements of each new program or service as it comes on stream.

With this approach, the messaging and communication tactics move incrementally beyond the basic awareness and information communicated to date and introduce a layered approach that offers consistent but expanded messaging with sufficient flexibility to address the unique communication needs of each targeted audience.

For example, many families in single detached houses, aged 25 to 45 with elementary school-aged children generally know where to recycle, what to recycle and how to recycle. Renters, families in multi-family housing and new residents, however, still need information on these recycling basics. All target audiences will need similar information on the new recycling programs and services as they are introduced. There is also opportunity to communicate additional information about RMWB's overall waste diversion goals, plans and operations to put community recycling into a broader context.

Of particular significance to the 2008-2010 Waste Diversion Social Marketing Strategy is RMWB's plan to introduce curbside recycling in 2010.

The 2005-2007 communications strategy highlighted the benefits and use of the Recycling Depots. While this information is still required, messaging targeted to the new single family residential curbside service will help community residents make a successful transition from using the Recycling Depots to self sorting their household recyclables for curbside pickup. Introduction of this messaging must be synchronized carefully with RMWB's operational capabilities for curbside pickup so the public has sufficient time to learn about curbside recycling and to anticipate its benefits – but not to get impatient while waiting for its introduction.

Another component of communicating curbside recycling for single and semi-detached homes is the adaptation of the Recycling Depots specifically for use by residents in multi-family housing units.

Wood Buffalo has achieved strong results to date with its household recycling program. The 2008-2010 Waste Diversion Social Marketing Strategy will build on this success as it sustains the focus on current recyclers and broadens its outreach to those who currently either recycle infrequently or not at all. The 2008-2010 strategy also will help the RMWB introduce several new programs and services, each requiring specific communication messaging but using communication tools such as the recycle-more website, advertising programs, the RRRibbitt recycling mascot, community relations programming and various print and display tools already established and used throughout the community.

# Waste Diversion Social Marketing Strategy 2008 - 2010

## SOCIAL MARKETING GOAL

*To support RMWB's waste diversion target of 50% by 2012 by enhancing participation in locally sponsored waste diversion and recycling programs*

## SOCIAL MARKETING OBJECTIVES

1. To enhance awareness of the benefits of waste diversion through the 3Rs – reduce, reuse and recycle
2. To continue to increase awareness of local waste diversion programs and services
3. To enhance the understanding of the benefits achieved through waste diversion programs
4. To enhance participation in waste diversion and recycling activities within the RMWB
5. To strengthen the long-term support for environmental stewardship in waste management within the region.
6. To increase awareness of the RMWB's commitment to outstanding environmental leadership

## TARGET AUDIENCES

The target audience segmentation continues to focus towards household family audiences. This audience has shown substantial strides in increasing their recycling efforts, but there remains considerable potential for them to continue to increase their waste diversion efforts.

Consistent with the broader scope of RMWB waste diversion products and services and the expanded messaging reflected in this plan, the other identified audiences build on the level of awareness and participation achieved to date and help the municipality achieve its waste diversion goal.

### PRIMARY TARGET AUDIENCES

- Fort McMurray residents – Frequent recyclers 6 or more times per year
  - Residents – Homeowners
    - Bias towards families, aged 25 – 45, female member
  - Residents – Rental residents
    - Bias towards aged 18 – 45, female
- Fort McMurray residents – Less frequent 1 – 5 times per year and non recyclers
  - Residents – Homeowners
    - Bias towards families, aged 25 – 45, female member
  - Residents – Rental residents
    - Bias towards aged 18 – 45, female
- Children – aged 8 – 12
  - Specifically Grade 4
- Single detached and multi-family residents
- New Fort McMurray residents
- Selected community stakeholders






## Waste Diversion Social Marketing Strategy 2008 - 2010

### TARGET AUDIENCES (cont'd)

### SECONDARY TARGET AUDIENCES

-  RMWB communities
  - Residents – Homeowners
    - Bias towards families, aged 25 – 45, female member
  - Residents – Rental residents
    - Bias towards aged 18 – 45, female
  - Children – aged 8 – 12
    - Specifically Grade 4
-  Institutional organizations
-  Major commercial and industrial sector
  - Commercial – paper, plastic and cardboard
  - Operations – paper and cardboard
  - Construction – construction waste
  - Industrial camp operations - organics
-  Selected industry partners
  - Regional Issues Working Group (RIWG)

### TERTIARY TARGET AUDIENCES

-  Fast food sector
-  Small business sector
-  Industrial camp residents and non-residential (transient) workforce

Best practice experience – especially in recycling - has proven that successfully changing social norms is often driven by children and families.

The reasons are simple. Parents are concerned about role modeling positive behaviour for their children and often develop a stronger commitment to leaving the world a little better than they found it.

Children on the other hand have not formed many of the social patterns that social marketing campaigns are attempting to change. Therefore, the goal tends to be easier to achieve because the objective is to form a pattern – rather than change one.

Selected institutional and industry partners were identified because they generate significant amounts of targeted products and provide an avenue to reach many in the community through their employees.

## Waste Diversion Social Marketing Strategy 2008 - 2010

### KEY MESSAGES

Key messages are an important communication tool. They are not slogans but are simple statements that define the essence of what you want to communicate through various communication mediums.

While other information may be included in the communication tools, the essence of the key messages should be integrated in a frequent and consistent manner across all the products.

This is particularly important given the complex communication environment created with the combination of existing programs, new programs and services to be introduced over the next three years and the expanded number of target audiences.

#### Overall Strategic Messages:

1. Waste reduction is the right thing to do and is the most responsible approach to waste management. Less garbage to manage means less impact on the environment, less cost to the community and less pressure on the landfill.
2. Reducing waste is everyone's responsibility.
3. RMWB and Suncor are working together with the community to reduce the waste stream by more effectively implementing the 3Rs.
4. RMWB's goal is to divert 50% of the overall solid waste stream by 2012 by recruiting new recyclers and expanding the efforts of current recyclers.
5. RMWB is expanding its programs and services designed to help residents and businesses reduce waste and divert more of their waste stream from the landfill.
6. The RMWB's recycling programs collect products that RMWB can sell for use in new products.
7. Being responsible environmental stewards makes good business sense for today's residents and leaves a better long-term legacy for our children.

#### Messages for Existing Programs:

8. More depots offer more convenient access for residents to recycle.
9. The expanded depot recycling program offers more products for residents to recycle.
10. RMWB Recycling Depots are safe, cost effective and easy to use.



## Waste Diversion Social Marketing Strategy 2008 - 2010

### KEY MESSAGES (cont'd)

#### Messages for New Programs:

11. Over the next 3-5 years, waste diversion programs will include source separated curbside pickup.
12. A new program for residents to recycle leaves and small twigs is expected to divert substantial tonnage from the landfill. The challenge for recyclers is to ensure the recycled material is not contaminated with other household organic material.
13. RMWB Recycling Depots will be able to accept a wide range of clean plastic products including plastic bottles, containers and plastic cling film.
14. In addition to recycling materials at the Recycling Depots, RMWB residents can be even more environmentally responsible by recycling a wide range of other products including paint, e-waste and batteries during special promotions held in the spring and fall each year.

#### Reuse Messages:

15. Give your older goods a new life by finding new uses for them. No matter your age, share your "toys" with friends, family and neighbours.

### TACTICAL OVERVIEW

The tactical strategy has been designed recognizing the need to deliver a more sustained message throughout the year without unduly challenging the staff resources from the RMWB. To achieve this, a substantial amount of the message will be integrated into an updated promotional tool box that will provide off-the-shelf communication products for use by a range of staff locally.

Public awareness and community relationship activities are clustered around the two key annual events (Environment Week and Waste Reduction Week) and aligned with the opening or launching of new recycling or waste diversion programs. These efforts cluster the time needed to deliver the programs and can be supported if needed by consultant resources.

The educational outreach is focused towards the development and promotion of more interactive online tools that offer an entertaining educational experience. Again these tools, once developed, will not need a lot of staff attention but can and will deliver a broader range of messages relating to diversion. The strategy proposes the development of an interactive 'recycling house' game, where participants make a range of choices around all of the three Rs, not just recycling.

The creative products will be both updated and expanded to deliver more than the depot message and again will align with the broader waste diversion objectives.

## Waste Diversion Social Marketing Strategy 2008 - 2010

### TACTICAL OVERVIEW (cont'd)

Taking the message to the community as highlighted in Stream 2 in the following tactical plan will build off and expand previous advertising and community relations activities. The Environment Week promotion in 2008 is proposed to use the new NIMBY web game and create a challenge. The challenge would be offered to school classes, set up at a couple of public locations such as the Library or a shopping centre and would be available at the Toxic and e-Waste Roundup. These activities would be supported with a flight of advertising including print, TV and radio.

The current October "Caught in the Act" campaign will be extended to a more sustained campaign spread over the September to November window with winners collected during routine visits of staff over the summer and early fall and a weekly print promotion of the winners during September and October. In addition to this initiative it is hoped that a new depot will be opened in each 2008 and 2009.

A couple of new ideas are proposed for consideration for either Environment Week or Waste Reduction Week in 2009. One would involve partnering with a major community organization such as the Oil Barons. The concept would be to produce a series of recycling or re-use cards featuring RRRibbitt and a recycling tip. These cards would be handed out at one or a couple of games. The initiative would be supported with advertising in the Oil Barons' program and potentially having RRRibbitt 'drop the puck.' A trivia quiz would be posted on the website using the tips from the cards with local community activity or event prizes offered.

Expanding on the re-use theme, a couple of other ideas are proposed for consideration. One would be to host a re-use and re-new art exhibit featuring art from secondary and post secondary students. The art would be showcased in a high traffic location and featured on the recycle-more.ca website. A jury would identify a selection of 'winners' and the public would be provided an opportunity to choose a selection of art items to be photographed and used in a calendar.

This event could be integrated with a major 'gently used' swap and sale potentially partnering with an agency like Goodwill who can handle a large inventory of clothes.

While these community relations activities will require further planning and investigation, the goal is to extend the public participation and awareness beyond recycling in a depot but to better understand waste reduction as well as diversion.

These two clusters of community relations activities would be supplemented with a couple of more modest seasonal promotions targeted to summer yard waste and Christmas packaging. Each would be supported with 'tips' style of advertising in either print or electronic mediums.

The Material Recycling Centre (MRC), when it comes on stream, provides an outstanding community relations and educational opportunity. The Public Awareness Stream 2 proposes to capitalize on this opportunity with a major public opening to launch these expanded handling facilities.



## Waste Diversion Social Marketing Strategy 2008 - 2010

### TACTICAL OVERVIEW (cont'd)

Stream 3 focuses towards participant building activities and reaches out to promote the online tools to local educators and the potential for new school tour experiences at the new MRC through the two key teachers' conventions. These tours would be enhanced with the installation of a quality display and audio visual presentation at the MRC. These items are included in the 2010 budget.

A new initiative is proposed within Stream 3 to specifically target new residents and multi-family residential residents. This would include a simple recycling package including a detailed brochure (booklet) including a message from the partners and would include information on all the locations, products, how-to tips and a fridge magnet. This would be forwarded by direct mail or in partnership with the real estate industry and/or through the building owners. In addition to the direct mail promotion for multi-family residents, a special 'roving' recycle depot blitz would be incorporated during key promotional weeks to increase the profile and participation in recycling with these audiences.

Supporting the proposed garden waste program, an information program is proposed to actively promote participation. This could include expanded presence at the spring trade show, new display panels, sample bags, advertising and a launch event in the spring of 2009.

Lastly the commercial and industrial sector will be targeted relating to support and participation in specific types of recycling as proposed in the Solid Waste Master Plan. This outreach would be focused towards meetings with and presentations to key players to solicit participation. Cooperative promotional support for these activities may be warranted but would be defined in discussion with specific partners later in the program.

Stream 4 ensures that the campaign is effectively managed and that the results continue to be evaluated.

The proposed program should be considered dynamic in nature to capitalize on new opportunities while continuing to support the waste diversion targets and entrench the key messages with a wider number of residents.

As in the past program, the tactical plan and budget reflect many of the products and programs being delivered in a turn-key manner by consultant resources with on site staff support for community relations activities. This has worked effectively to date and provides RMWB the opportunity to deliver a substantial program within the somewhat constrained staff resources committed to communications or community relations for waste management.

The following budget by year provides an order of magnitude indication of each of the elements. However the program may ultimately fluctuate based on the timing of key program elements. Based on past experience, if one element is delayed, other opportunities emerge that can be used to create reasons to talk about and promote the three Rs.



# Waste Diversion Social Marketing Strategy 2008 - 2010

## TACTICAL DETAILS, BUDGET AND TIMELINE

Objective Served	Activity	RMWB Order of Magnitude Budget by Year		
		2008	2009	2010
	<b>Strategy Stream 1 - Promotional Tool Box</b>	<b>\$80,750</b>	<b>\$19,250</b>	<b>\$20,750</b>
1,2,4	1.1 Visual Branding Elements - Ribbitt variations	\$1,500	\$1,500	\$1,500
1,2,3,4,6	1.2 Web site - Recycling House Game	\$20,000		
1,2,3,4,6	1.2.1 Web site - Update copy, images	\$2,500	\$2,500	\$2,500
1,2,3,4,6	1.3 Recycling Fact Sheets, Brochure and Blue Box Decals	\$5,000	\$2,500	\$2,500
1,2,4	1.4 Mascot and Display Panels	\$7,000	\$1,000	
1,2,4	1.5 Fridge Magnets - Series	\$3,500	\$2,000	\$3,500
1,2,4	1.6 Outdoor Signage (Truck, Transit, Event Recycling )	\$17,000	\$6,000	\$6,000
1,2,3,4,6	1.7 Print Ad	\$1,250	\$1,250	\$1,250
1,2,3,4,6	1.8 Radio Spots - 3 version	\$2,500		\$3,500
1,2,3,4,6	1.9 TV Spot - Update and second spot (30 sec., 15, sec., 7 sec)	\$17,000	\$2,500	
1,2,3,5,6	1.10 Presentation Template	\$3,500		
	<b>Strategy Stream 2 - Public Awareness</b>	<b>\$53,750</b>	<b>\$67,500</b>	<b>\$89,500</b>
1,2,3,4,5	2.1 Environment Week Spring Campaign	\$15,000	\$20,000	\$27,500
	2.1.1 Spring Advertising			
	2.1.2 Environment Week Community Relations Campaign			
1,2,3,4,6	2.2 Fall Recycling Awareness Campaign	\$30,000	\$30,000	\$25,000
	2.2.1 Fall Advertising			
	2.2.2 Fall - Community Relations			
1,2,4	2.3 New Depot Solicitation and Launch Program	\$3,750	\$6,500	
1,2,4,5,6	2.4 Material Recovery Centre - Launch and Open House			\$25,000
2,3,4,6	2.5 Media Relations Program	\$2,500	\$2,500	\$3,500
1,2,4	2.6 Seasonal Campaign (Summer and Xmas)	\$2,500	\$8,500	\$8,500
1,2,4,5,6	2.7 Exhibit MacDonald Island		\$20,000	
	<b>Strategy Stream 3 - Participation Building</b>	<b>\$15,000</b>	<b>\$25,500</b>	<b>\$39,500</b>
1,2,3,4,5	3.1 Educational Outreach Program			
	3.1.1 Teacher's Convention Outreach	\$4,500	\$4,500	\$4,500
	3.1.2 Recycling Display and MRC Tour Program			\$20,000
2,3,4,6	3.2 Clear Bag Program Launch		\$10,000	
1,2,4	3.3 New Resident Outreach	\$5,500		\$2,500
2,3,4	3.4 Multi-family Residential Outreach	\$5,000	\$10,000	\$10,000
3,4,5	3.5 Commercial and Industrial Outreach (linked to Master Plan)		\$1,000	\$2,500
	<b>Strategy Stream 4 - Strategy Development, Evaluation and Project Management</b>	<b>\$39,200</b>	<b>\$44,200</b>	<b>\$49,750</b>
	4.1 Strategy (2008 - 2010) Development	\$20,000.00		
	4.2 Attitude Survey - Benchmark		\$12,000.00	\$10,000.00
	4.3 Web tracking	\$200.00	\$200.00	\$250.00
	4.4 Project Liaison	\$12,000.00	\$10,000.00	\$12,000.00
	4.5 Budget Management	\$2,000.00	\$2,000.00	\$2,500.00
	4.6 Contingency (Inflation and Master Plan implications)	\$5,000.00	\$20,000.00	\$25,000.00
	<b>Total</b>	<b>\$188,700</b>	<b>\$156,450</b>	<b>\$199,500</b>



# Waste Diversion Social Marketing Strategy 2008 – 2010

# Strategy Development Process

- Assessed program implementation 2 – 3 times per year with client team during 2005 - 07
- Review of recycling statistics, web traffic and qualitative feedback from staff and Suncor team
- Completion of a formal evaluation survey (400 residents) probing changes from 2005 in the level of awareness, clarity of understanding the key messages and campaign effectiveness
- RMWB and Suncor Advisory team workshop to chart 2008 – 2010 direction to align with RMWB program priorities



# Situational Analysis - Recap Strategy 2005-07



- Strategy's primary objectives was to:
  - ▲ Increase awareness and use of the recycling depots
  - ▲ Enhance understanding of what and how to recycle
  - ▲ Primary Target Audience – families 25 – 45 with children aged 8 to 12
- Program components included:
  - ▲ Re-branding, re-designing and increasing the number of depot locations
  - ▲ Development of a complete creative platform to deliver the message (mascot, print material, promotions, advertising, displays etc.)
  - ▲ Design and implement public relations thrusts around Environment Week (early June) and Waste Reduction Week (mid October)



# Situational Analysis

## Results Strategy 2005-07



- Waste Hotline fields approximately 3,500 calls a year
- Web site receives hundreds of hits per month with depot locations receiving 50% of hits
- Community relations activities included:
  - 400 residents who got 'caught in the act' of recycling
  - School classes participated in depot openings, recycling challenges in the classroom
  - 50 residents participated in the 'name the mascot' contest
  - RRRibbitt and recycling information circulated at dozens of events.
- Campaign evaluation demonstrates campaign success:
  - awareness of recyclable products **increased from 6 – 15% /product**
  - **19%** increase in households recycling 6 times or more
  - **79%** of residents saw or visited depots
  - Lack of awareness as an excuse for not recycling **dropped from 22% to 9%**



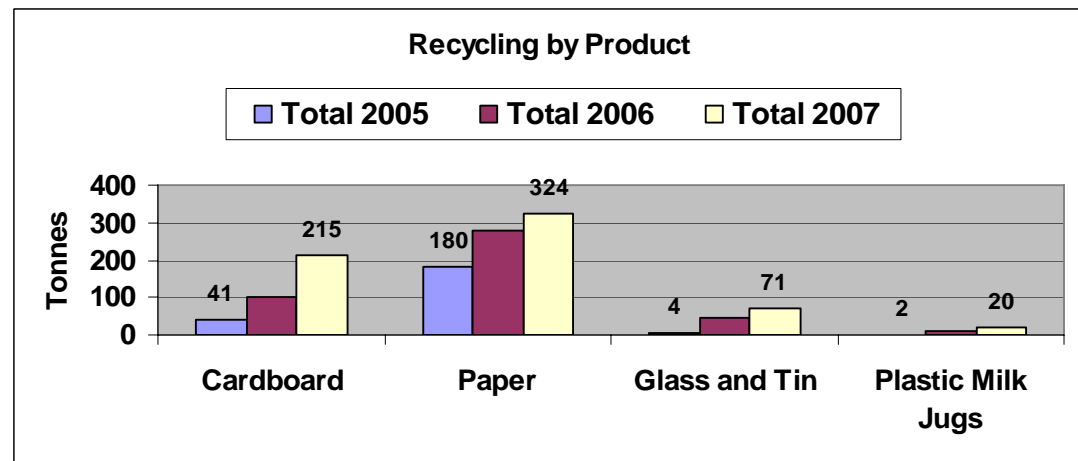
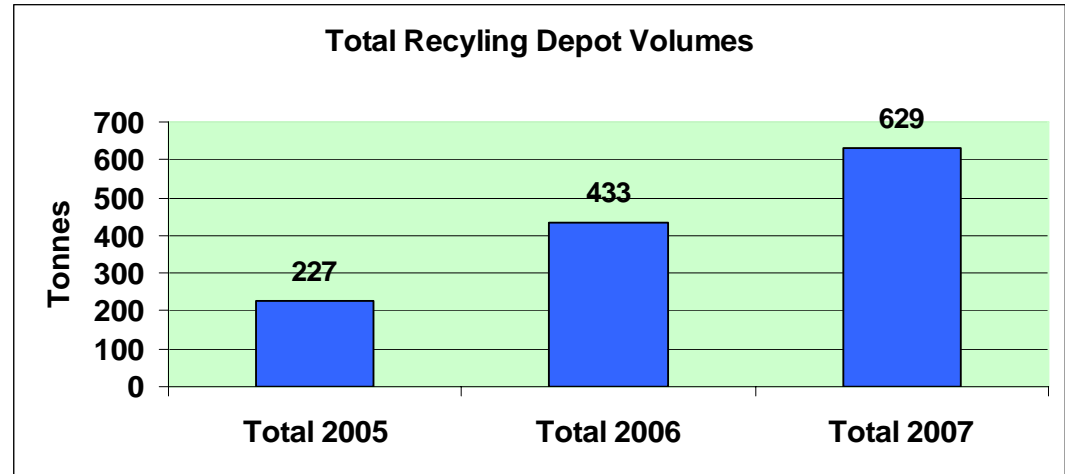
# Situational Analysis

## Results Strategy 2005-07



### → Results where it counts:

- E-waste Round Up (2007) diverted several tonnes
- Depot volumes increased 177% from 2005!



Solid social marketing foundation for next phase of the campaign

# Going Forward Considerations



- RMWB Solid Waste Master Plan provides framework for new directions
  - ▲ New products to be promoted (paint, tire, plastics, organics, expanded e-waste, battery etc.)
  - ▲ Potential shift to curbside for single family and depot for multi-families
  - ▲ Material Recovery Centre
- Continue to expand participation rates
  - ▲ Retain and expand frequent recyclers
  - ▲ Shift occasional to frequent
  - ▲ Recruit new recyclers
- Message and call to action broadens and is more complex
  - ▲ More products and options
  - ▲ Different actions – reduce, re-use as well as recycle

# Strategy Goals & Objectives



## **Goal:**

***To support RMWB's waste diversion target of 50% by 2012 by enhancing participation in locally sponsored waste diversion and recycling programs***

## **Objectives:**

1. To **enhance awareness of the benefits of waste diversion** through the 3Rs – reduce, reuse and recycle
2. To continue to **increase awareness of local waste diversion** programs and services
3. To **enhance the understanding of the benefits** achieved through waste diversion programs
4. To **enhance participation** in waste diversion and recycling activities within the RMWB
5. To **strengthen the long-term support** for environmental stewardship in waste management within the region.
6. To **increase awareness** of the RMWB's commitment to **outstanding environmental leadership**



# Target Audience

## Primary:

- Fort McMurray residents – **Frequent recyclers 6 or more times per year**
  - Residents – Homeowners
    - Bias towards families, aged 25 – 45, female member
  - Residents – Rental residents
    - Bias towards aged 18 – 45, female
- Fort McMurray residents – **Less frequent 1 – 5 times per year and non recyclers**
  - Residents – Homeowners
    - Bias towards families, aged 25 – 45, female member
  - Residents – Rental residents
    - Bias towards aged 18 – 45, female
- Children – aged 8 – 12
  - Specifically Grade 4
- **Single Family detached and Multi-family residents**
- **New Fort McMurray residents**
- Selected community stakeholders





# Target Audience



## Secondary:

- RMWB communities
  - Residents – Homeowners
    - Bias towards families, aged 25 – 45, female member
  - Residents – Rental residents
    - Bias towards aged 18 – 45, female
  - Children – aged 8 – 12
    - Specifically Grade 4
- Institutional organizations
- Major commercial and industrial sector
  - Commercial – paper, plastic and cardboard
  - Operations – paper and cardboard
  - Construction – construction waste
  - Industrial camp operations - organics
- Selected industry partners
  - Regional Issues Working Group (RIWG)





# Wider range of Key Messages

- Overall strategic messages
  - ▶ Environmental leadership & benefit
  - ▶ Partnership messages
  - ▶ Good fiscal and environmental managers
- Messages promoting use of the existing depots and round up programs
- Messages customized for new programs
  - ▶ Curbside
  - ▶ Garden waste
  - ▶ Plastics
  - ▶ Specialized products
- Re-use messages



# Tactical Direction & Budget



Objective Served	Activity	RMWB Order of Magnitude Budget by Year		
		2008	2009	2010
	<b>Strategy Stream 1 - Promotional Tool Box</b>	<b>\$80,750</b>	<b>\$19,250</b>	<b>\$20,750</b>
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3,4,5	3.5 Commercial and Industrial Outreach (linked to Master Plan)		\$1,000	\$2,500
	<b>Strategy Stream 4 - Strategy Development, Evaluation and Project Management</b>	<b>\$39,200</b>	<b>\$44,200</b>	<b>\$49,750</b>
	4.1 Strategy (2008 - 2010) Development	\$20,000.00		
	4.2 Attitude Survey - Benchmark		\$12,000.00	\$10,000.00
	4.3 Web tracking	\$200.00	\$200.00	\$250.00
	4.4 Project Liaison	\$12,000.00	\$10,000.00	\$12,000.00
	4.5 Budget Management	\$2,000.00	\$2,000.00	\$2,500.00
	4.6 Contingency (Inflation and Master Plan implications)	\$5,000.00	\$20,000.00	\$25,000.00
	<b>Total</b>	<b>\$188,700</b>	<b>\$156,450</b>	<b>\$199,500</b>

# Conclusion

- Phase 1 of the program demonstrated that effective social marketing can influence behavior and deliver results
- Results from Phase 1 provide the data to frame Phase 2 of the campaign
- Phase 2:
  - continues to focus efforts for optimal recycling returns,
  - strives to consolidate current success, strengthen commitment from marginal participants and push to convert new recyclers,
  - expands messaging to other 'Rs', and
  - Is designed for implementation of the human and fiscal resources





**Subject: Purchase of John Deere Skidsteer****APPROVALS:**

Wes Holodniuk, General Manager  
Susan Motkaluk, Deputy Chief Administrative Officer  
Rodney Burkard, Chief Administrative Officer

**Administrative Recommendation(s):**

1. THAT the 2008 Capital Budget be amended as identified in Attachment 1 – Capital Budget Amendment Request - Purchase of John Deere Skidsteer.
2. THAT \$26,950 be utilized from the Solid Waste Services, Public Works Department's 2008 Operating Budget to fund the purchase of the John Deere Skidsteer from Brandt Tractor Ltd.;

  - THAT in the event the entire amount cannot be accommodated within the Public Works Department's 2008 Operating Budget, the balance be funded from the 2008 Corporate Operating Surplus; and
  - THAT in the event the 2008 Corporate Operating Surplus is insufficient or non-existent, the funds be committed from the 2008 Emerging Issues Reserve.

**Summary:**

During the Public Works 2008 Operating Budget development, \$38,220 was allocated to finance the 328 John Deere Skidsteer unit rental agreement. During 2008, a financial analysis was conducted on the asset to determine the most economical method to finance this unit. The financial analysis identified the buyout option within the existing rental agreement as being the most viable alternative. As such, Council approval is required to exercise the buyout clause of \$26,950 for the asset.

**Background:**

In 2006, the Regional Municipality of Wood Buffalo (RMWB) tendered (No.QU1861) for a skidsteer unit to aid in recycling operations at the Regional Landfill. Brandt Tractor Ltd., the selected vendor provided the RMWB with an "End of Term" purchase option as part of the rental agreement.

Since entering into that rental agreement, the 328 John Deere Skidsteer has been utilized for cardboard and paper recycling shipment, processing approximately 20 hours per week. Over the life of the agreement, the unit has been operated for approximately 1,040 hours in a mild operating environment. As such, the unit is in good condition and is estimated to be capable of being utilized for an additional three or four year term, based on current usage hours and the extended warranty coverage.

**Alternatives:**

1. Return rental unit to Brandt Tractor Ltd. and tender a new rental agreement.
2. Continue recycling operations without skidsteer.
3. Finance the existing rental unit buyout option.

**Budget/Financial Implications:**

The purchase option provided by Brandt Tractor Ltd. is as follows:

Starting Value of Asset	Rental term	Purchase option	Purchase Cost
\$53,800	13 months @ \$3,500 = \$45,500	70% of Rental payments (\$45,500) = \$31,850	(\$53,800 - \$31,850) + \$5,000 = \$26,950

Due to the timing requirements for purchase approval, the vendor was required to purchase an extended rental warranty for the unit valued at \$5,000, resulting in a new purchase value of \$26,950.

**Rationale for Recommendation(s):**

The recommendation is based on the financial analysis for the invested rental funds compared to the cost of purchasing a new unit. Existing unit has less than 1,040 operating hours in a low demand environment. As such, the unit is in good condition. Under the Municipal Government Act, any proposed capital budget amendments require Council approval.

**Attachments:**

1. Capital Budget Amendment Request - Purchase of John Deere Skidsteer.
2. Brandt Tractor Ltd, Purchase information; March 18, 2008

**Regional Municipality of Wood Buffalo  
Capital Budget Amendment Request, May 27, 2008  
2008**

CURRENT PROJECT NAME: Purchase of John Deere Skidsteer  
 AMENDED PROJECT NAME:  
 SPONSOR DEPARTMENT: Public Services/Public Works New Project  
 SPONSOR BRANCH: Environment

**CURRENT PROJECT BUDGET**

Select current funding status

Current Priority Score

**0**

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Operating Budget	Other Sources	Debtenture Financed
Prior	-						
2008	-						
2009	-						
Thereafter	-						
TOTAL	-	-	-	-	-	-	-

**DESCRIPTION/REASONS FOR BUDGET AMENDMENT**

This project is to purchase a John Deere Skidsteer from the Operating budget. As part of the 2008 budget, administration allocated \$38,220 for annual rental cost of the Skidsteer unit. Currently the rental agreement has expired and Administration wishes to enact the buyout clause to reduce operational cost. Purchasing the unit will result in cost savings by paying out the contract residual of the unit compared to entering into another rental/lease agreement.

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

Funded capital project

Amended Priority Score

**54**

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Operating Budget	Other Sources	Debtenture Financed
Prior	-						
2008	26,950				26,950		
2009	-						
Thereafter	-						
TOTAL	26,950	-	-	-	26,950	-	-

**ADDITIONAL INFORMATION**

Public Works, Environment Branch  
Sponsor Department

Jarrod Peckford, Technical Planner, Solid Waste Services  
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.



March 18, 2008

Regional Municipality of Wood Buffalo  
9009 Franklin Ave  
Fort McMurray, AB  
T9H 2K4

**Attention: Lisa Romaine**

**Re: Tender OU1861**

Further to your request for purchase information regarding a 328 Skid Steer that you are currently renting from the Tender #QU1861, Brandt Tractor is pleased to offer you a purchase price of \$21,950.00. This price reflects the start price of \$53,800.00 and applying 70% of the 13 months worth of rent currently billed.

The price if purchased after March 25<sup>th</sup>, 2008 would then be \$26,950.00 as we will need to purchase extended warranty for our rental unit. The current factory warranty will expire in 8 days. We will be adding an additional 2 years or 3000hrs Full Machine Coverage to this unit for an additional cost of \$5,000.00. This is our standard Extended Warranty that we purchase for all our Rental equipment.

The G.S.T is not included in this price.

**Attachments Included**

➤ Grapple Bucket

Sincerely,

Paul Ayearst  
Territory Manager

Hwy #1 East, P.O. Box 3856  
Regina, SK S4P 3R8  
Phone (306) 791-7777  
Fax (306) 791-0220

2410 Millar Avenue  
Saskatoon, SK S7K 3V2  
Phone (306) 664-4141  
Fax (306) 665-1188

3700 McGillivray Blvd.  
P.O. Box 23030  
RPO McGillivray  
Winnipeg, MB R3T 5S3  
Phone (204) 231-2333  
Fax (204) 231-2340

3555 - 46 Avenue S.E.  
Calgary, AB T2B 3B3  
Phone (403) 248-0018  
Fax (403) 273-1340

6511 - 67th Street  
Red Deer, AB T4P 1A3  
Phone (403) 343-7557  
Fax (403) 343-7549

10630 - 176 Street  
Edmonton, AB T5S 1M2  
Phone (780) 484-6613  
Fax (780) 489-6891

9101 - 116 Street  
Grande Prairie, AB T8V 6V7  
Phone (780) 532-3414  
Fax (780) 539-0155

#5 - 360 MacKenzie Boulevard  
Fort McMurray, AB T9H 4C4  
Phone (780) 791-6635  
Fax (780) 790-0953

**Subject: Landfill Gas Feasibility Study Phase II****APPROVALS:**

Wes Holodniuk, General Manager  
Susan Motkaluk, Deputy Chief Administrative Officer  
Rodney Burkard, Chief Administrative Officer

**Administrative Recommendation(s):**

1. THAT Administration be authorized to proceed with the application of a “Field Study” under the Green Municipal Fund in the amount of \$350,000, from the Federation of Canadian Municipalities (FCM) to complete Phase II of the “Landfill Gas Feasibility Study”; and
2. THAT Administration negotiate a funding agreement with a corporate partner.

**Summary:**

Council’s resolution is required to proceed with the submission of a new grant application of a “Field Study” under the Green Municipal Fund for co-funding of Phase II of the Landfill Gas Feasibility Study, as part of the Federation of Canadian Municipalities (FCM) grant application. Shell Canada Ltd. has expressed an interest in continuing with its partnership with RMWB on this important environmental project. In the event, Shell Canada Ltd. does not wish to enter into an agreement with RMWB, another co-funder will be pursued.

For the application to proceed, a signed copy of the Council’s approval for this project and a signed agreement with a co-funder will have to be attached to the application and sent to the Federation of Canadian Municipalities (FCM).

**Background:**

In November 2005, Environment Branch was approached by Alberta Research Council with a proposal to conduct a Landfill Gas Feasibility Study, to determine landfill gas remediation potential for existing and future Fort McMurray landfill facilities. The RMWB with Alberta Research Council’s assistance prepared and submitted a grant application of \$44,078.50 for funding of Phase I of the study. In 2005, the RMWB was also approached by Shell Canada Ltd., with a proposal for a landfill gas management and reduction partnership between RMWB and the industrial sector. A partnership was developed for co-funding of the remaining Phase I project cost which resulted in a Shell Canada Ltd. contribution of \$35,262.

A second grant application of a “Field Study” under the Green Municipal Fund for \$350,000 will be submitted to FCM for funding Phase II project cost. In conjunction with the Federal funding application, a new agreement will also be established with Shell Canada Ltd. to extend our project partnership into Phase II of the study.

Phase II of the Feasibility Study as outlined within the attached document will include the installation of field test technology trials for both the existing and lateral expansion landfill sites. There will be two primary technologies tested under Phase II to determine full scale application



viability. The existing landfill will be equipped with multiple bio-filter applications on the south portion of the facility. The lateral expansion facility will be equipped with multiple monitoring wells which will be monitored for a two year period to confirm theoretical prognosis results from Phase I. The lateral expansion analysis results will directly reflect the greenhouse gas generation rates that can be utilized under a potential bio-reactor system.

**Alternatives:**

1. Proceed with the Landfill Gas Feasibility Study – Phase II grant application to determine the viability of a bio-gas remediation facility.
2. Continue with current operations without completing the Landfill Gas Feasibility Study.

**Budget/Financial Implications:**

The preliminary budget estimate for Phase II of the Landfill Gas Feasibility Study is \$700,000. The application requests a grant amount of \$350,000 to cover the maximum amount of 50% of the total study cost under that Federal grant program. In addition to the grant application, a second funding agreement will be negotiated with Shell Canada Ltd., to cover 80% of the Municipal portion of the total study cost. The remaining \$70,000 study cost will be budgeted under the Public Works 2009 Operating Budget as per FCM grant application requirements.

**Rationale for Recommendation(s):**

The Administrative recommendation is based on Council's continual commitment to be an environmental steward within the region. Council's approval to proceed with this project is the best option considering the adverse environmental impacts of the greenhouse gas emissions generated by Municipal landfills. RMWB's stewardship role in this project will reduce overall operational impacts on the regional and global environment.

**Attachments:**

1. Field tests for improved Landfill Gas Management at the two landfill sites located in the Regional Municipality of Wood Buffalo.

## **Field Tests for Improved LFG Management at two Landfill Sites located in the Regional Municipality of Wood Buffalo**

by Dr. Christian Felske P.Eng.  
Alberta Research Council

### **Introduction:**

These proposed field tests are the direct consequence and progress of the currently ongoing "Landfill Gas (LFG) Feasibility Study and Technology Implementation Study" at the two landfills in the Regional Municipality of Wood Buffalo (RMWB). The RMWB is currently closing their old landfill facility, while at the same time starting the operation of a new landfill site to secure proper disposal infrastructure for the unprecedented growth in the area around Fort McMurray. While doing this the RMWB is committed to implement a new solid waste management master plan which prescribes a range of systems/technologies to achieve the goal of a 50% waste diversion in the next five years.

### **Feasibility Study:**

A feasibility study, with support from FCM is underway to analyze real time LFG emission from the existing Fort McMurray landfill in order to provide the baseline data to analyze future LFG generation at the site. A prediction of future LFG generation was also conducted for the new landfill, which will be sited in proximity of the existing facility, but will significantly differ with regards to implemented landfill and waste management infrastructure (e.g. landfill base liner and leachate collection system, improved recycling and yard waste composting facilities). It is very important to mention that the anticipated waste diversion rate of 50% was already taken into account calculating the future LFG generation potential at the new landfill facility. Based on that data the implementation of different LFG technologies, such as active LFG collection with flaring or energy recovery, bioreactor landfill technology including energy recovery from the generated LFG, and enhanced methane oxidation to treat remaining LFG emissions, will be compared and their feasibility for implementation based on GHG reduction and energy generation potential and their respective cost-benefits investigated.

### **Pre-liminary Results of Feasibility Study:**

The feasibility study will be completed by the end of 2008. At this point of time a significant amount of data and results is collected and preliminary results can be summarised as follows:

- At the existing (soon to be closed) landfill site the theoretical potential to manage LFG can result in a GHG reduction between 5,000 – 10,000 tCO<sub>2</sub>e/a as an average for a twenty year time frame between 2010 and 2030 depending on choice of LFG management technology (enhanced methane oxidation or active LFG collection). That would be equivalent to taking 1,100 to 2,200 GHG emitting cars off the road (based on Environment Canada data, 2008).
- Potential energy recovery from the collection of LFG, calculated for the same twenty year time period is in the order of 280 kW/a, which on average would be enough to supply electricity to 300 Alberta residences (Alberta Government, 2008).

- The new landfill facility will consist of an improved design and will allow the operation of the landfill as a bioreactor, in order to enhance the stabilization of the landfilled waste mass and the LFG generation at the site.
- Taken into account the implementation of the Municipality's plan of 50% waste diversion from the landfill and the current conservatively projected growth of the RMWB, due to the continuous development of the oil sands industry in Northern Alberta, the theoretical potential to manage the LFG in a bioreactor approach is foreseen to result in a 30,000 tCO<sub>2</sub>e/a annual reduction for a time span of 20 years between 2010 and 2030. That would be equivalent to taking 6,700 GHG emitting cars off the road (based on Environment Canada data, 2008).
- Potential energy recovery was predicted in the order of an average 870 kW/a for the same time period, which on average would be enough to supply electricity to 960 Alberta residences (Alberta Government, 2008).

During the next month these data will be further evaluated and cost-benefit ratios of the implementation of different LFG management technologies will be developed in order to recommend feasible technologies for both landfill sites.

### **Proposed Field Tests:**

The proposed field tests will provide the necessary field scale evaluation and initial full-scale implementation of the two LFG technology of choice. At this stage we will consider to compare active landfill gas collection, including bioreactor operation with leachate recirculation for the new site for waste treatment and stabilization efforts and enhanced methane oxidation beds for treatment of the remaining LFG emissions of the existing landfill facility during its post-closure period.

These technologies will be implemented in small scale in chosen section of the respective landfill sites. Operation will commence for a period of two to four years for enhanced methane oxidation biofiltration beds and bioreactor. This will involve the generation of critical performance parameter indicating suitability and operational success of operation against the set goals of technology implementation, which are:

For the "landfill gas collection and bioreactor" operation -

- the stabilization of the landfilled waste stream in a shorter period of time, to avoid long term closure and post closure monitoring and costs for the Municipality, and
- to enhance generation and capture of LFG from possibly both landfill sites, and by doing so to avoid GHG emissions into the atmosphere to create an opportunity for the generation of renewable energy production for on site power and heat supply.

For the "enhanced methane oxidation bed" installation-

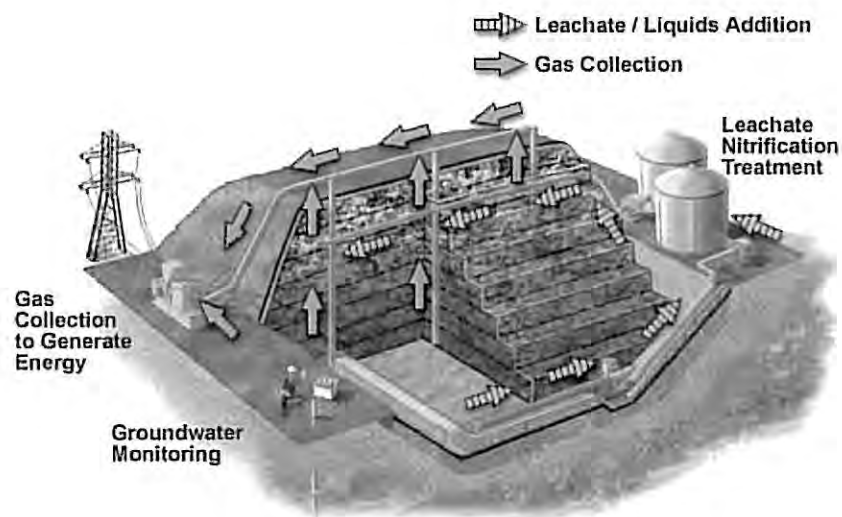
- to significantly minimize GHG emissions into the atmosphere at the soon to be closed landfill facility.
- to avoid long term safety and health issues due to the uncontrolled and temporal and spatial heterogeneous release of landfill gas over the landfill surface and sub surface.

The implemented field test will represent the initial step for full scale implementation at the landfill sites.

### Specific Description of the Field Tests:

**Landfill Bioreactor:** It is planned to operate one or part of the initial cell of the new landfill as a bioreactor landfill (schematic shown in Figure 1) including leachate recirculation pipe network and LFG collection system and LFG destruction/utilization system to capture, utilize, or destroy the generated LFG. A large part of the necessary infrastructure, such as landfill base liner, leachate collection system is already provided through the current design and construction progress. Additional infrastructure items will likely involve the installation of:

- A LFG collection network, blower and LFG destruction system, including monitoring equipment.
- Leachate injection lines and monitoring equipment.
- Instrumentation to provide data on moisture, temperatures, and LFG balances during bioreactor operation as well as leachate and LFG quality and quantity.



Courtesy of Waste Management

**Figure 1. Schematic of Anaerobic Bioreactor Cell**

**Enhanced Methane Oxidation Beds:** During reclamation activities on the existing landfill site, it is planned to implement full-scale test strips of methane oxidizing biofilter material into the final cover of the landfill. A schematic of these enhanced methane oxidation beds is shown below in Figure 2. The generated LFG within the landfill will be passively collected and transported to these beds, which are made of organic rich material and the necessary bacterial mass to convert the methane in the LFG into carbon dioxide, water, and biomass. These beds will be designed to optimize the biological process and performance will be monitored frequently in the initial years of operation. The additional required infrastructure consists of:

- Excavation and filling of the methane oxidizing biofiltration beds with a gas distribution media (e.g. tire shreds, gravel) and the organic material (e.g. compost, biosolids).
- Instrumentation of the respective biofiltration beds for performance monitoring purposes.

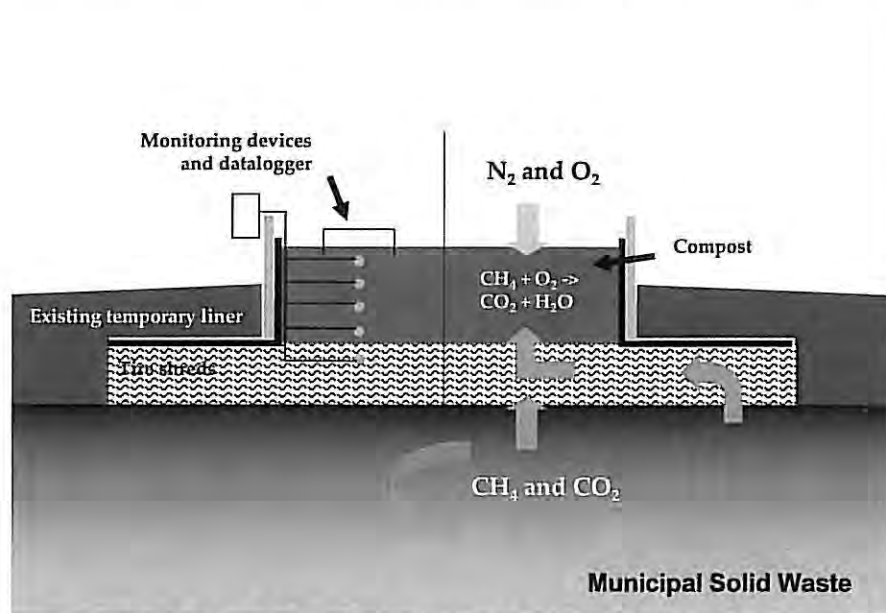


Figure 2. Schematic Enhanced Methane Oxidation Beds

#### Timelines:

Design and construction of these two field test facility should commence in 2009. Operation of the bioreactor landfill is scheduled for four years; operation of the enhanced methane oxidation beds is scheduled for two years, including two critical winter periods.



**Subject: Valve Maintenance System****APPROVALS:**

Wes Holodniuk, General Manager  
Susan Motkaluk, Deputy Chief Administrative Officer  
Rodney Burkard, Chief Administrative Officer

**Administrative Recommendation(s):**

1. THAT the 2008 Capital Budget be amended as identified in Attachment 1 – Capital Budget Amendment Request – Valve Maintenance System, May 27<sup>th</sup>, 2008;
2. THAT \$72,335 be utilized from the Public Services Division 2008 Operating Budget to fund the Valve Maintenance System;
3. THAT in the event the entire amount cannot be accommodated within the Public Services Division 2008 Operating Budget, the balance be funded from a 2008 Corporate Operating Surplus; and
4. THAT in the event a 2008 Corporate Operating Surplus is insufficient or non-existent, the funds be committed from the 2008 Emerging Issues Reserve.

**Summary:**

This report identifies a “Valve Maintenance System” for the Utility Operations Service Area. This matter is before Council as it is an unbudgeted capital expenditure.

**Background:**

Water valves are subject to corrosion, build-up of dirt and other debris with the passage of time. This restricts water flow through the valve and greatly increases the torque required to open or close that valve.

A proper valve maintenance program includes inspection of all of the valves in a water distribution system. The inspection not only includes observing the condition of each valve, but also turning the valve stem of each valve to a fully closed position and a fully open position. Notation of the facility with which a given valve stem turns, number of stem revolutions to open and close the valve and the time required to make each turn forms a basis for proper evaluation of the condition of each valve. All system valves are assigned into inspection routes. Once the valves are inspected, information regarding each of the valves must be evaluated with a view to selecting valves which are in the greatest need of repair and to schedule repair of those valves before repairing valves having a lesser need.

It is desirable to provide a method and apparatus for identifying and recording the condition of each of the valves in the water distribution system. This method and apparatus would affect an efficient maintenance program for the valves by providing a tool to record accurately information relating to each valve inspected. Additionally, it would use computers for storing and sorting information regarding the condition and location of each valve in the system to make repairs in an efficient orderly manner.

Valve turning performed on a regular cycle is necessary to keep valves operational and in good order. As valves grow older and maintenance continues to be deferred, a higher percentage of these valves will break when turned, resulting in increased costs for maintaining the water system. There are approximately 7,000 valves in the Municipality's water system. Currently, valve turning is performed as time allows and is not on a cyclical schedule. This translates into full cycle valve turning occurring every 5-10 years instead of every 2-3 years, the recommended standard established by the American Water Works Association (AWWA).

The Valve Maintenance System requested has the capacity to vacuum and flush, through a high pressure system any debris lodged within the valve casings. In addition, the unit includes a programmable overhead light board unit for safe operations within municipal roadways. It is also equipped with data transfer software program that provides the Operator with the ability to download pertinent information associated with individual valves. The unit, mounted on a trailer, has a 3.4 meter reaching capacity and is able to swing 270 degrees providing the Operator with safe and effective access to valves even in the most difficult areas.

**Alternatives:**

1. Use present handheld unit which has limitations and safety concerns.
2. Purchase new trailer mounted Valve Maintenance System.

**Budget/Financial Implications:**

The purchase of this Valve Maintenance System at a cost of \$72,335 as a capital asset will be funded from the 2008 Operating Budget. As valves age and maintenance continues to be deferred, a higher percentage of these valves will break when turned, resulting in increased costs for maintaining the water system. Presently, a main line valve repair costs \$15,000 to \$20,000 depending on location, along with inconveniencing the public, with unscheduled water shut downs and traffic issues.

**Rationale for Recommendation(s):**

The Valve Maintenance System has numerous safety features, reporting functions and is superior in handling when compared to the Department's current equipment. Therefore, the purchase of the Valve Maintenance System will increase efficiencies and successfulness of the valve turning program, thus giving the Municipality a better functioning and reliable water distribution system.

**Attachments:**

1. Capital Budget Amendment Request – Valve Maintenance System, May 27, 2008.

**Regional Municipality of Wood Buffalo**  
**Capital Budget Amendment Request Attachment 1, May 27, 2008**  
**2008**

CURRENT PROJECT NAME: Valve Maintenance System

AMENDED PROJECT NAME:

SPONSOR DEPARTMENT: Public Services/Public Works

New Project

SPONSOR BRANCH: Environment

CURRENT PROJECT BUDGET

Select current funding status

Current Priority Score

0

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Operating Budget	Other Sources	Debtenture Financed
Prior	-						
2008	-						
2009	-						
Thereafter	-						
TOTAL	-	-	-	-	-	-	-

**DESCRIPTION/REASONS FOR BUDGET AMENDMENT**

To purchase a valve maintenance system as PAYG. As valves age and maintenance continues to be deferred, a higher percentage of these valves break when turned, resulting in increased costs for maintaining the water system. Presently, a main line valve repair costs \$15,000 to \$20,000 depending on location, along with inconveniencing the public, with unscheduled water shut downs and traffic issues.

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

Funded capital project

Amended Priority Score

54

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Operating Budget	Other Sources	Debtenture Financed
Prior	-						
2008	72,335				72,335		
2009	-						
Thereafter	-						
TOTAL	72,335	-	-	-	72,335	-	-

**ADDITIONAL INFORMATION**

Public Works, Environment Branch  
 Sponsor Department

Lee Perkins, Supervisor, Utility Operations  
 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.

**Subject: Parcel F Subdivision – Stonecreek Phase 2****APPROVALS:**

Dennis Peck, General Manager  
Susan Motkaluk, Deputy Chief Administrative Officer  
Rodney Burkard, Chief Administrative Officer

**Administrative Recommendation(s):**

THAT the subdivision for Stonecreek Parcel F – Stage 2 be approved subject to the following conditions:

- a) Any and all easements required by the Municipality or any franchise utility as a result of this development shall be provided by the developer at no cost to the Municipality or any franchise utility and shall be registered on title by Utility Right-of-Way Plan;
- b) All existing caveats registered on the title shall be carried forward onto the newly created titles;
- c) The developer shall enter into a development agreement with the Municipality in a form suitable to the Municipality for the construction of municipal infrastructure that may include, but is not limited to, the construction of roads and underground services;
- d) If it should be necessary as a result of this subdivision to install, lower, alter or relocate any municipal or franchise utilities, such modification shall be to the standard of the Municipality or franchise utility and all cost shall be borne by the developer; and
- e) A Restrictive Covenant restricting on street parking shall be registered on title where emergency access may be restricted.

**Summary:**

The Municipality received an application to subdivide Phase 2 in Parcel F (Stonecreek) which would provide 162 single family lots and 1 medium density lot. Council approval is required as the subdivision size exceeds Administration's authority.

**Background:**

The Municipality has received a subdivision application for Phase 2 in Parcel F (Stonecreek). The subdivision of Phase 1 was approved by Council on July 10, 2007. This new phase complies with the Land Use Bylaw as consolidated March 4, 2008.

The proposed development will consist of:

14	R1S lots	Single Family Small Lot Residential District
72	R2 lots	Low Density Residential District
2	R3 (special)	Medium Density Residential District
27	R1S-SP lots	Special Single Family Small Lot Residential District
1	PR lot	Parks and Recreation

This proposed subdivision complies with the Land Use Bylaw (LUB) and is consistent with the Timberlea Area Structure Plan and Municipal Development Plan.

The Municipal Government Act requires the Developer to dedicate up to 10% of the developable area as Municipal Reserve. The developable area in this stage is 12.29 hectares, requiring a dedication of 1.22 hectares. In this phase, there is no Municipal Reserve dedication however, in Phase 1 there was a large amount dedicated, resulting in an excess dedication.

STAGE	MR DEDICATION	REQUIRED	EXCESS
Phase 1	7.65 ha	3.01 ha	4.64 ha
Phase 2	0 ha	1.23 ha	3.42 ha

The subdivision application has been circulated to adjacent property owners, along with municipal and franchise utilities and no objections were received. There were some concerns and requirements from various agencies as follows:

- Prior to endorsement by Land Titles, Engineering will require the developer to enter into a development agreement for the construction of the required services.
- ATCO Electric and ATCO Gas will require easements on the property.
- TELUS will require easements on the property.

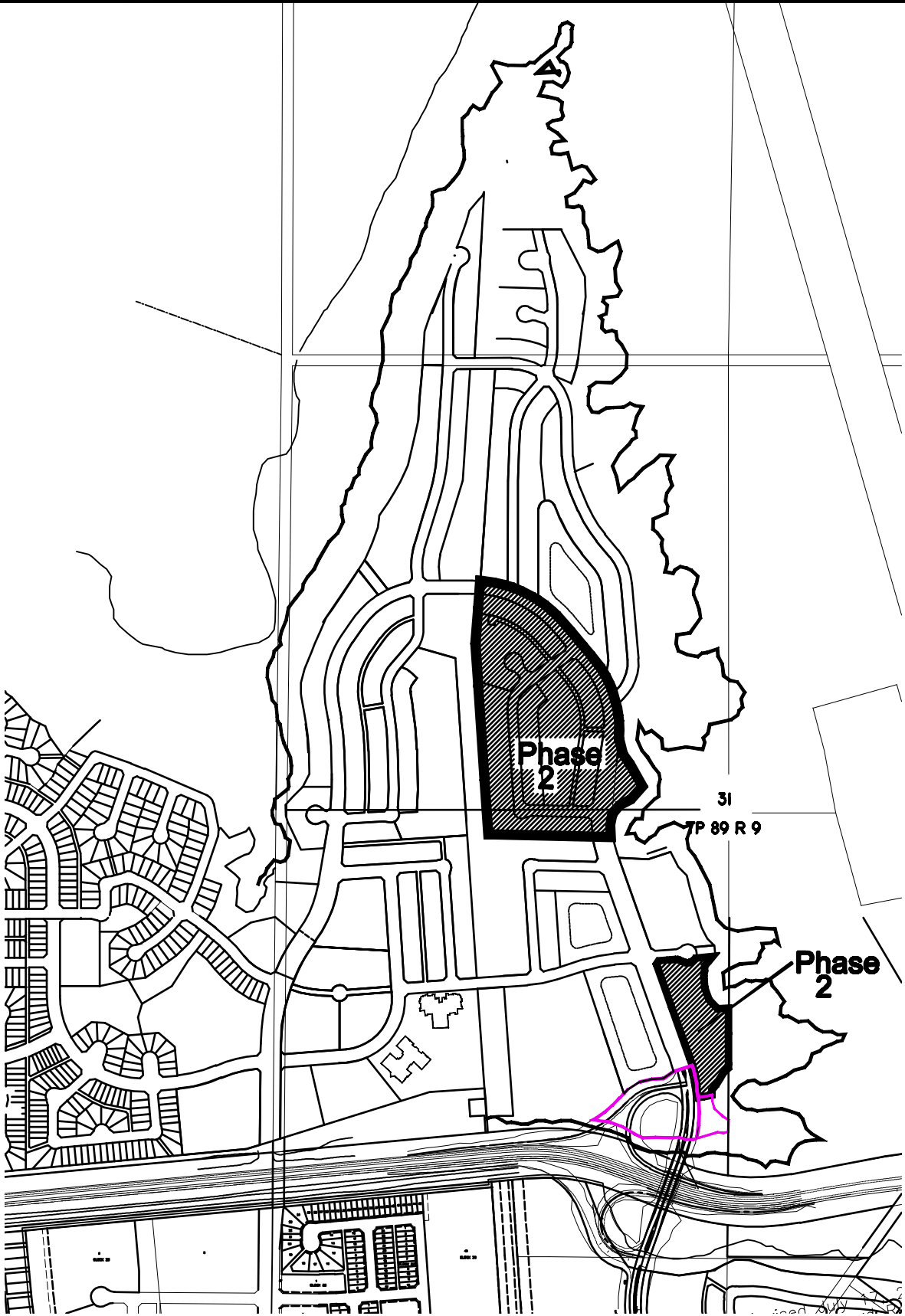
**Rationale for Recommendation(s):**

1. The proposed subdivision meets the Land Use Bylaw.
2. The subdivision is consistent with the Timberlea Area Structure Plan and Municipal Development Plan.
3. The proposed subdivision will provide 113 single family lots, 2 medium density lots and 1 lot as municipal reserve.

**Attachments:**

1. Subject area map
2. Proposed subdivision





H:\Job\12056 Forest Hill\ASP\Ex\_B.2.rev1.dwg January 15 2007 3:22pm jrynda

SCALE 1:2500



**STONECREEK PHASE 2 - SUBJECT AREA**



[illegible]

FROM TITLE SEARCHES DATED AUGUST 22, 1977  
ALL AREAS ARE MEASURED AND ROUNDED OFF

		6/18 August, 2007 DESIGNED BY T.M.		REGIONAL MUNICIPALITY OF WOOD BUFFALO	
		7/18 TOWN OF T.M. TOWN OF T.M. CIRCLED BY B.S.		PROPOSED SUBDIVISION OF LOT 1 A PLAN 0123208	
		8/18 9/18 10/18 11/18 12/18		STONE CREEK PHASE 2	
		1/19 2/19 3/19 4/19 5/19 6/19 7/19 8/19 9/19 10/19 11/19 12/19		SHEET 01 OF 01	

**Subject: Parcel F Subdivision – Stonecreek Phase 3A****APPROVALS:**

Dennis Peck, General Manager  
Susan Motkaluk, Deputy Chief Administrative Officer  
Rodney Burkard, Chief Administrative Officer

**Administrative Recommendation(s):**

THAT the subdivision application for Stonecreek Parcel “F” – Phase 3A be approved subject to the following conditions:

- a) Any and all easements required by the Municipality or any franchise utility as a result of this development shall be provided by the developer at no cost to the Municipality or any franchise utility and shall be registered on title by Utility Right-of-Way Plan;
- b) All existing caveats registered on the title will need to be carried forward onto the newly created titles;
- c) The developer shall enter into a development agreement with the Regional Municipality of Wood Buffalo in a form suitable to the Municipality for the construction of municipal infrastructure that may include, but is not limited to, the construction of roads and underground services;
- d) If it should be necessary, as a result of this subdivision to install, lower, alter or relocate any municipal or franchise utilities, such modification shall be to the standard of the Municipality or franchise utility and all costs shall be borne by the developer;
- e) A Restrictive Covenant restricting on street parking shall be registered on title where emergency access may be restricted; and
- f) No development will be allowed on site until such time as Engineering Services has approved the access to the site.

**Summary:**

The Municipality received an application to subdivide Phase 3A in Parcel F (Stonecreek), which would provide 162 single family lots and 1 medium density lot. Council approval is required as the subdivision size exceeds Administration’s authority.

**Background:**

The Municipality has received a subdivision application for Phase 3A in Parcel F, representing the third of four phases in Stonecreek (Attachment 1). The application was submitted by IBI

Group on behalf of Alberta Social Housing c/o Surebrook Developments Ltd. The proposed subdivision is located north of Confederation Way and immediately to the east of the Prospect Pointe Subdivision (Attachment 2).

The proposed development will consist of:

55	R1S lots	Single Family Small Lot Residential District
79	R1S-SP lots	Special Single Family Small Lot Residential District
28	R2 lots	Low Density Residential District
1	R3 lots	Medium Density Residential District

This proposed subdivision complies with the Land Use Bylaw (LUB) and is consistent with the Timberlea Area Structure Plan and Municipal Development Plan.

This phase of the development will be accessed via Stone Creek Drive and Confederation Way interchange. These two accesses must be in operation by completion of Phase 2.

The Municipal Government Act requires the Developer to dedicate up to 10% of the developable area as Municipal Reserve. The developable area in this stage is 14.87 hectares requiring a Municipal Reserve dedication of 1.48 hectares. This phase has a green corridor through the centre of the proposed development that is creating a buffer for the pipelines running underground. The total area of this corridor is 1.67 hectares. This will not be included in the Municipal Reserve dedication. Although no Municipal Reserve is dedicated in this phase, the developer dedicated enough land in Phase 1 to make up for the lack of dedication in this phase.

STAGE	MR DEDICATION	REQUIRED	EXCESS
Phase 1	7.65 ha	3.01 ha	4.64 ha
Phase 2	0 ha	1.22 ha	3.42 ha
Phase 3	0 ha	1.48 ha	1.94 ha

The subdivision application has been circulated to adjacent property owners along with municipal and franchise utilities and no objections were received. There were, however, concerns and requirements from various agencies as follows:

- Prior to endorsement of the subdivision by Land Titles, Engineering will require the developer to enter into a development agreement for services required to serve the development.
- ATCO Electric and ATCO Gas will require easement on the property.
- TELUS will require easements on the property.

**Rationale for Recommendation(s):**

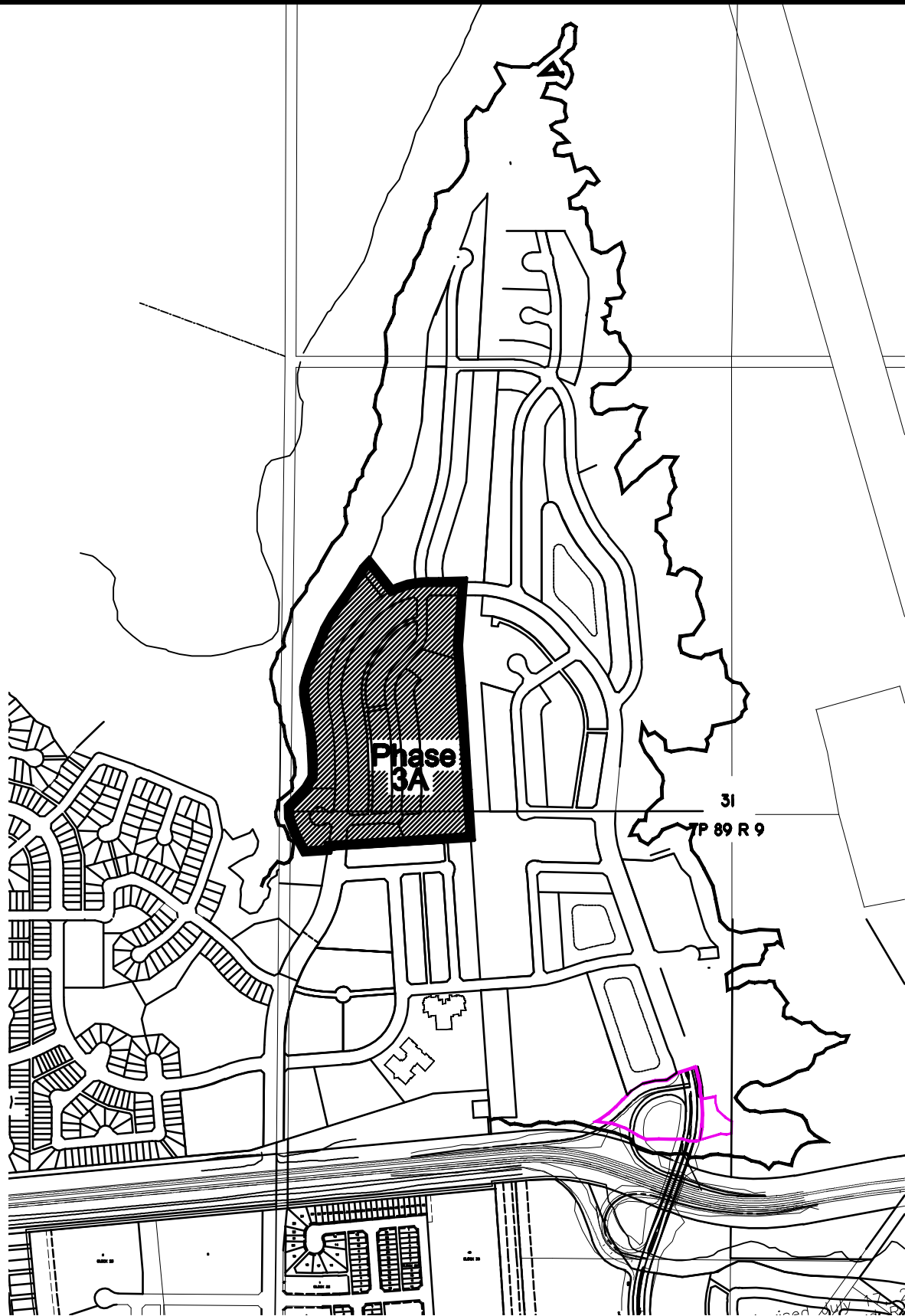
1. The proposed subdivision meets the Land Use Bylaw.
2. The subdivision is consistent with the Timberlea Area Structure Plan and Municipal Development Plan.



3. The proposed subdivision will provide 162 single family lots and 1 medium density lot.

**Attachments:**

1. Subject area map
2. Proposed subdivision



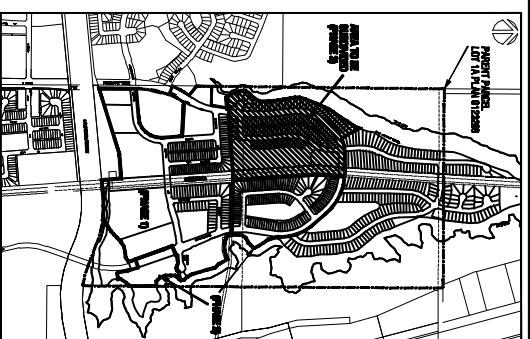
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SCALE 1:2500



**STONECREEK PHASE 3 - SUBJECT AREA**





LOCATION PLAN N.T.A.	
LOT 1, AREA LOT 1 (PLAN 012500)	14.65
DEVELOPMENT	0.00
SUBDIVISION APPLICATION PHASE 1	20.9
SUBDIVISION APPLICATION PHASE 2	12.0
REDEVELOPMENT OF THE AREA	7.07
GRAND DEVELOPMENT (REDEVELOPMENT)	
REDEVELOPMENT	0.47
OR (1) SINGLE FAMILY SMALL LOT REDEVELOPMENT, OR (2) LOW DENSITY SINGLE FAMILY SMALL LOT REDEV. OR (3) LOW DENSITY REDEVELOPMENT, OR (4) PROTECT, MEDIAN DENSITY REDEVELOPMENT.	2.31 2.20 0.70 3.04
TOTALS	0.82
FW PAVING AND REDEVELOPMENT	0.00
CONSOLIDATION	4.00
COLLECTION ROAD (PROTECT CRACK PAVING)	1.07
LOCAL ROADS	1.00
LANES	0.51
PARKING	1.07
TOTAL	14.65
REDEVELOPMENT OF LOT 1 (PLAN 012500)	
REDEVELOPMENT	0.00

FROM TITLE SEARCHES DATED AUGUST 22, 1997  
ALL AREAS ARE HIGHLIGHTED AND POINTED OUT

PRELIMINARY SUBJECT TO REVISION

ISSUE DATES		NO.		DATE		REVISIONS	
		1		AUG 30/07		SUBMITTED TO THE BOARD	
		2				BY	
		3				BY	
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		120				BY	

DATE August 2007

DESIGNED BY T.M.

DRAWN BY M.B.

CHECKED BY B.S.

SCALE 1:1200

REGIONAL MUNICIPALITY OF WOOD BUFFALO

PROPOSED SUBDIVISION OF LOT 1 A PLAN 0123208

STONE CREEK PHASE 3

APPROVED  
ED-12046  
DRAWING NO.

SHEET 01 OF 01