



REGIONAL MUNICIPALITY
OF **WOOD BUFFALO**

Council Meeting

Jubilee Centre Council Chamber
9909 Franklin Avenue, Fort McMurray

Tuesday, December 13, 2011
6:00 p.m.

Agenda

Call to Order

Opening Prayer

Adoption of Agenda

Minutes of Previous Meetings

1. Regular Meeting – November 22, 2011

Delegations

2. Ms. Julie Bugg, Fort McMurray Potters' Guild re: Proposed Casman Centre Food Services Expansion Project
3. Mrs. Iris Kirschner, Wood Buffalo Health Advisory Council re: Continuing Care Facility

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

Presentations

4. Elsie Hutton, Chief Financial Officer re: 2012 Operating Budget and Financial Plan and 2012 Capital Budget, 2013 – 2017 Financial Plan

Business Arising from Presentations

5. 2012 Operating Budget and Financial Plan

6. 2012 Capital Budget, 2013 – 2017 Financial Plan

Public Hearings and Related Reports

7. Bylaw No. 11/029 – Closure of Undeveloped Government Road Allowances
 - Public Hearing
 - 2nd and 3rd readings

Reports

8. Investigation of a Municipal Controlled Corporate Utility Model for Environmental Services
9. Fort Chipewyan Residential Land Strategy
10. Offer to Purchase: Lots 1, 2 and 3, Block 2, Plan 616AO
11. Land Transfer to the Municipality – Hamlet of Fort MacKay
12. Operation and Maintenance Contribution Agreement – Fort Chipewyan Airport
13. Appointments to Council Committees (Confidential)

Bylaws

14. Bylaw No. 11/030 – Roads and Transportation Bylaw Amendment (All 3 readings)

New and Unfinished Business

Reporting - Boards and Committees

Adjournment

Unapproved Minutes of a Meeting of the Council of the Regional Municipality of Wood Buffalo held in the Council Chamber at the Municipal Offices in Fort McMurray, Alberta, on Tuesday, November 22, 2011, commencing at 6:00 p.m.

Present: M. Blake, Mayor
M. Allen, Councillor
D. Blair, Councillor
L. Flett, Councillor
S. Germain, Councillor
D. Kirschner, Councillor
P. Meagher, Councillor
D. Scott, Councillor (via teleconference)
J. Stroud, Councillor
A. Vinni, Councillor

Absent: R. Thomas, Councillor

Administration: G. Laubenstein, Chief Administrative Officer
S. Kanzig, Chief Legislative Officer
A. Rogers, Senior Legislative Officer
L. Kotyk, Legislative Assistant/Recorder

Call to Order

Mayor Blake called the meeting to order at 6:10 p.m.

Opening Prayer

Mayor Blake invited those so inclined, to join her in Prayer.

Agenda

11-298 Moved by Councillor Meagher that the agenda be adopted as presented.

CARRIED UNANIMOUSLY

Minutes

1. Council Meeting – November 8, 2011

11-299 Moved by Councillor Allen that the minutes of the Council Meeting held on November 8, 2011 be approved as presented.

CARRIED UNANIMOUSLY

Reports**2. Assignment of Recreation Lease 850019 and Licence of Occupation 850808 – Wassassi Park and Access, Conklin**

Marcel Ulliac, Director, Land Administration provided a brief overview and background regarding the Assignment of Recreation Lease 850019 and Licence of Occupation 850808-Wassassi Park and Access in Conklin.

11-300 Moved by Councillor Meagher that, subject to Alberta Sustainable Resource Development approval, Recreation Lease 850019, consisting of 2.25 hectares, and Licence of Occupation 850808, consisting of 1.05 hectares, be assigned to the Conklin Resource Development Advisory Committee.

CARRIED UNANIMOUSLY

3. Public Land Expression of Interest - Conklin

11-301 Moved by Councillor Stroud that the Regional Municipality of Wood Buffalo withdraw the Public Land Sale application PLS 060094 and forgo the purchase of 392 acres of provincial crown land.

CARRIED UNANIMOUSLY

4. Fort Chipewyan Business Industrial Lots

Marcel Ulliac, Director, Land Administration provided a brief overview and background regarding the sale of several Fort Chipewyan Business Industrial Lots.

11-302 Moved by Councillor Meagher that two municipally-owned lots legally described as Lot 4, Plan 902 1913 and Lot B, Plan 752 1568 in the Hamlet of Fort Chipewyan be marketed for sale based on the Fort Chipewyan Business Industrial Land Disposition Plan dated September 27, 2011; and

THAT Administration investigate the need for additional business industrial lot development according to the Hamlet of Fort Chipewyan Business Industrial Land Development Program dated September 27, 2011.

CARRIED UNANIMOUSLY

5. Tax Account Write-Off

11-304 Moved by Councillor Stroud that the outstanding tax arrears identified in Attachment 1 – Recommended Tax Account Write-Off, dated October 12, 2011 be written off.

CARRIED UNANIMOUSLY

6. General Accounts Receivable Write-Off

11-305 Moved by Councillor Meagher that the outstanding accounts receivable arrears identified in Attachment 1 – Recommended Accounts for Write-Off, dated November 2011, be written off.

CARRIED UNANIMOUSLY

Bylaws**7. Bylaw No. 11/029 – Closure of Undeveloped Government Road Allowances**

11-306 Moved by Councillor Kirschner that Bylaw No. 11/029 being a bylaw to close a government road allowance, be read a first time.

CARRIED UNANIMOUSLY

8. Bylaw No. 11/028 – Disestablishment of Fort McMurray Business Revitalization Zone

11-307 Moved by Councillor Allen that Bylaw No. 11/028, being a bylaw to disestablish the Fort McMurray Business Revitalization Zone, be read a second time.

CARRIED UNANIMOUSLY

11-308 Moved by Councillor Meagher that Bylaw No. 11/028 be read a third and final time.

CARRIED UNANIMOUSLY

Reporting - Boards and Committees

- Governance Agendas Priorities Standing Committee and Selections Committee (Councillor Kirschner)
- AAMD&C Conference (Councillor Scott)
- Congratulations to Cr. Scott on being elected a Bencher of the Alberta Law Society (Councillor Vinni)

Adjournment

11-309 Moved by Councillor Blair that the meeting be adjourned.
CARRIED UNANIMOUSLY

The meeting adjourned at 6:46 p.m.

Mayor

Chief Legislative Officer



Council Meeting Presentation Request

Completed requests to make a public presentation must be received by 12:00 noon on the Wednesday immediately prior to the scheduled meeting. Presentations are a maximum of 5 minutes in duration.

Presentation Information	
Preferred Date of Presentation	December 13, 2011
Name of Presenter(s)	Julie Bugg
Organization Represented	Fort McMurray Potter's Guild (FMPG)
Topic	2012 Capital Budget item - Casman Center Food Services Expansion.
Please List Specific Points/Concerns	<p>The Casman Center Food Services Expansion project involves development of a Restaurant and Lounge. This expansion will be into the current pottery studio and the FMPG will be required to move.</p> <p>Concerns:</p> <ul style="list-style-type: none">- Lack of communication.- Lack of time to determine/prepare a solution.- Lack of funding/support to complete move now and to permanent location. <p>FMPG would prefer to remain in current custom-built studio location.</p>
Action Being Requested of Council	Take Casman Center Food Services Expansion off the 2012 Capital Budget until a signed agreement on an appropriate solution has been completed by all the parties involved. Consider postponing project until FMPG moves to a permanent location.
<p>Are you providing any supporting documentation (ie: Powerpoint)? Yes X No</p> <p>If yes, the documentation <u>must</u> accompany this request, as handouts will not be distributed at the meeting. To ensure that your documents meet minimum standards, please see presentation guidelines on the next page.</p> <p>Supporting documents may be e-mailed to legislativeassistants@woodbuffalo.ab.ca.</p>	

Fort McMurray Potter's Guild (FMPPG)

2012 Capital Budget Proposal

Casman Center Food Services Expansion

Discussion with RMWB Council



Presenter: Julie Bugg
Date: December 13, 2011

History

- **FMPG:**

- Non-profit group in RMWB
- Established in 1980's – promote art and education in RMWB.
- Worked hard to get a custom Studio in early 1980 (Thickwood Community Center).



Community Involvement

Fund raising (examples - Food Bank and Girls Inc.)

Classes for adults and children (~200 students/yr)

Team Building events (example – Shell Energy /City Parks Department).

Sales attended many members of the community.

Project

- A proposal for funding in the 2012 Capital Budget has been submitted for the Casman Center Food Services Expansion project.
- The Casman Center Food Services Expansion project involves development of a Restaurant and Lounge.
- This expansion will be into the current pottery studio and the FMPPG will be required to move.

Current Status

- FMPG has been working with NAAA and RMWB since Nov. 14, 2011 to determine an acceptable solution.



- Lack of options for a temporary move but are working on possibilities with RMWB.

Current Status

- Long term move – Option of Abram's Land Civic Center - timeline of 2 years (C. Theberge).
- FMPG preference is to stay in Casman Center until Long-term location is ready.

Concerns

1) Lack of Communication/Involvement

*Proposal to RMWB in April 2011 but the first communication to FMFG on Nov. 7, 2011.

2) Project budget includes cost of renovations/move – FMFG was not involved and it does not cover all requirements.

3) Project business case has been requested since Nov. 7 and been unavailable for review.

Concerns

- 4) Short and Long-term Solutions – Lack of adequate solution options as time is short with a Dec. 13, 2011 deadline for budget approval by Council.
- 5) Non-profit Arts group – no funds to complete move.

Request to Council

- Take Casman Center Food Services Expansion off the 2012 Capital Budget until a signed agreement on an appropriate solution has been completed by all the parties involved.
- Consider Postponing the project until a long- term move is available for the FM PG.

Request to Council

- Support the FMPPG in determining the best solution if the preferred option of remaining in current studio is unavailable.





Council Meeting Presentation Request

Completed requests to make a public presentation must be received by 12:00 noon on the Wednesday immediately prior to the scheduled meeting. Presentations are a maximum of 5 minutes in duration.

Presentation Information	
Preferred Date of Presentation	December 13, 2011
Name of Presenter(s)	Iris Kirschner, Chair
Organization Represented	Wood Buffalo Health Advisory Council
Topic	Continuing Care Facility
Please List Specific Points/Concerns	Public awareness.
Action Being Requested of Council	Information sharing and public awareness.
<p>Are you providing any supporting documentation (ie: Powerpoint)? No</p> <p>If yes, the documentation <u>must</u> accompany this request, as handouts will not be distributed at the meeting. To ensure that your documents meet minimum standards, please see presentation guidelines on the next page.</p> <p>Supporting documents may be e-mailed to legislativeassistants@woodbuffalo.ab.ca.</p>	

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



2012 Budget and Financial Plan

Investing in Sustainable Communities

Council
December 13, 2011

Investing in Sustainable Communities

- 2012 Operating Budget, 2013 – 2014 Financial Plan
- 2012 Capital Budget, 2013 – 2017 Capital Plan

Sections 242 – 247 *Municipal
Government Act*

2012 Budget Process

- April – Council adopted Fiscal Management Strategy
- June – October Internal review of 2012 proposed budget and departmental business plans
- November – Presentation to Council and continued review
- December – Budget presented to Council for approval

2012 Budget

Investing in Sustainable Communities

Aligned

- Municipal Development Plan
- Strategic Plan
- Business Plan
- Master Plans and studies
- Fiscal Management Strategy

2012 Budget Guiding Principles

Fiscal Health Measures

- Sustainability
- Flexibility
- Vulnerability

Fiscal Management Strategy Compliance

	2012	2013	2014
LOW RISK: Property Tax Revenue Neutral + Construction Growth	√	√	√
Debt Limit at 75% of MGA Limit	62%	65%	73%
Debt Service Limit at 75% of MGA Limit	15%	15%	14%
Emerging Issues Reserve - \$50M uncommitted minimum balance, max. 15% of prior year's audited property tax revenue	√	√	√
Capital Infrastructure Reserve - \$50M uncommitted minimum balance	√	√	√

Budget Headlines

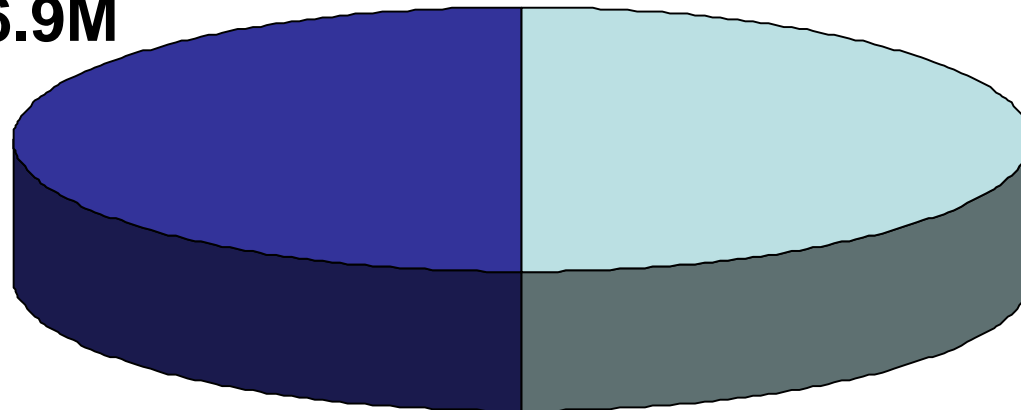
- No tax increase other than new construction growth
- Debt management
- Fiscal stability reserves intact
- Continued recruitment efforts
- Provide competitive salaries and benefits package
- Focus on sustainability
- Addresses varied needs of the community via operations and capital funding allocations

2012 Operating and Capital Budget Spending

Total 2012 = \$752,979,829

Capital - \$376.9M

50%



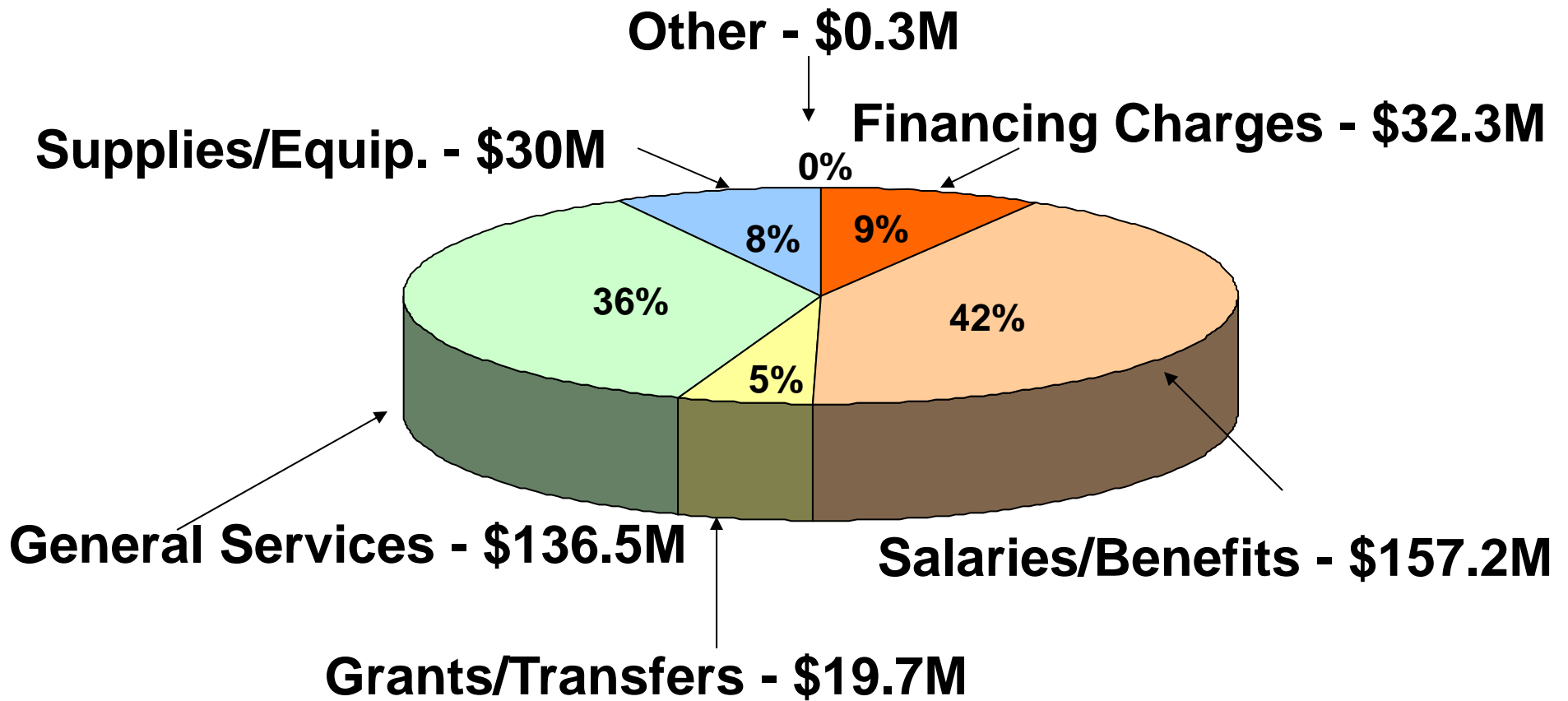
50%

Operating - \$376.1M

2012 Operating Budget and 2013-2014 Financial Plan

Council
December 13, 2011

2012 Operating Expenditure Budget = \$376,124,878



*Excludes transfer for capital/reserve purposes

2012 Operating Budget

Revenue	\$606,359,125
Operating Expenditures	376,124,878
Funding available for transfer for capital	\$230,234,247
Less: Transfers for Capital Purposes	230,234,247
Balanced Budget	\$ -

Operating Expenditures

2011 Budget	2012 Budget	Increase
\$372,569,875	\$376,124,878	\$3,555,003

*Excludes transfer for capital purposes

Budget Changes

	Budget to Budget* (in millions)
Personnel salaries & benefits	\$(3.5)
General services & contracts	8.7
Supplies and equipment	(2.0)
Grants/transfers/other	3.2
Financing charges	(2.8)
Net Change	\$3.6

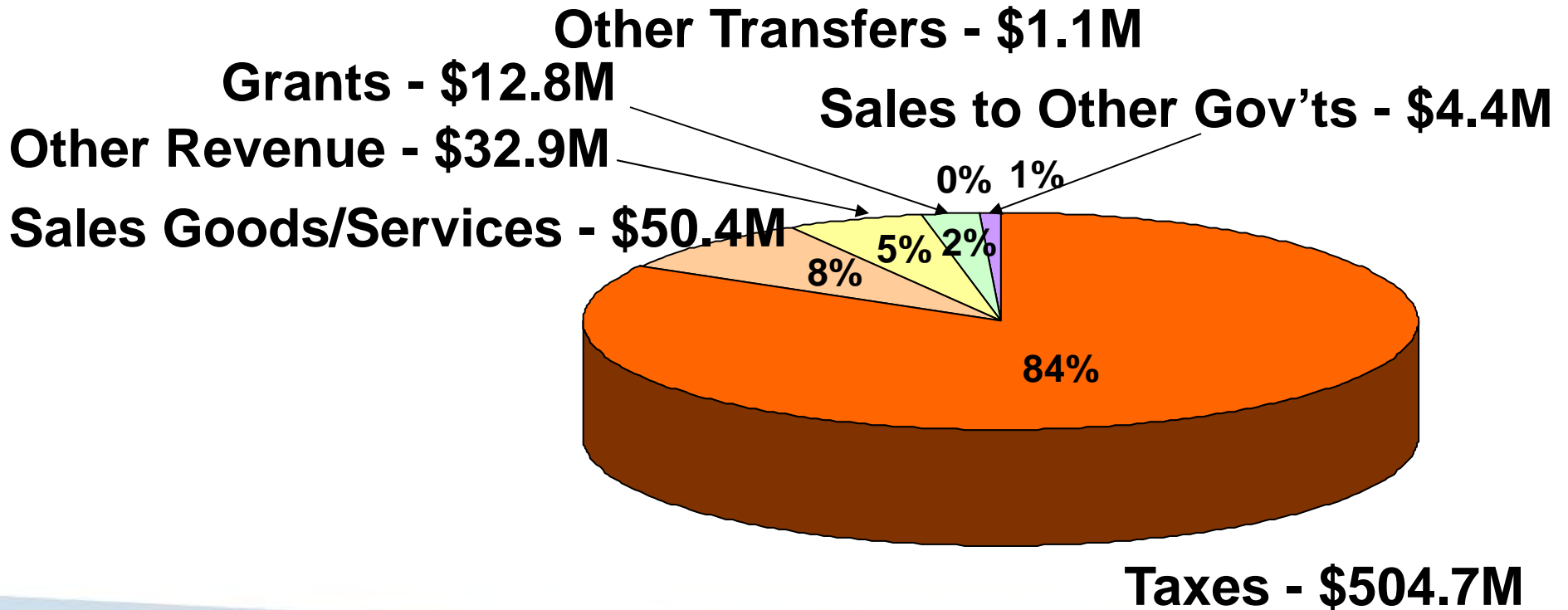
*Excludes transfer for capital purposes

Personnel Budgeting

- Vacancy rates creating budget surpluses
- Annualized budget for personnel costs
- Corporate reduction of 10% of budgeted funding to acknowledge ongoing vacancies – (\$17.4M)
- Manage within previously approved 1,373 positions prior to requesting additional approval
- 124 positions de-funded
- Additional vacancy funding rules applied
- Access to Emerging Issues Reserve funding in the event performance exceeds budget expectations

Where does the money come from?

Total 2012 Budget Revenue = \$606,359,125



Municipality-Wide

Amended Revenue Budget 2011	Revenue Budget 2012	Increase
\$567,488,534	\$606,359,125	\$38,870,591

Budget Changes

	2012 Budget (in millions)
Taxes	\$ 23.4
Sales to Other Governments	1.3
Sales of Goods & Services	12.1
Other Revenue	1.1
Grants	3.0
Other Transfers	(2.0)
Total Increase	\$ 38.9

Budget Highlights

Direct Responsible Growth in the Region

- Municipal census - \$212K
- Establish partnerships with other levels of government - \$250K
- Completion of land use bylaw update - \$100K

Budget Highlights - continued

Develop Sustainable Mobility Choices

- Carpool.ca – an initiative to reduce our carbon footprint
- Municipal transit study - \$100K
- Transit service enhancements - \$1.8M
 - Increased frequency to south routes to match north
 - New bus routes for Sapræe Creek
 - Airport shuttle bus
 - New industrial shuttle route in north and in downtown

Budget Highlights - continued

Revitalize the City Centre

- Consulting fees associated with City Centre Action Plan (CCAP) - \$720K

Address Housing Affordability and Attainment

- Community Plan on Homelessness contract fees and training - \$88K

Budget Highlights - continued

Build Complete Communities

- Municipal Development Plan implementation and Transportation Master Plan modeling - \$1M
- Contract sewage hauling on behalf of rural residents - \$1M
- Emergency Service feasibility studies due to growth and service delivery standards - \$150K

Budget Highlights - continued

Promote the Development of Green Initiatives

- Zero Waste Program - \$250K
- Research Green Procurement Policy criteria
- Wastewater treatment optimization - \$500K

Budget Highlights - continued

Demonstrate Leadership in Climate Change Adaptation and Mitigation

- Landfill closure liability increase for Fort MacKay - \$1.9M
- Fort Chipewyan water treatment study - \$250K
- Training of Engineering staff in sustainability practices

Budget Highlights - continued

Increase Economic Development Attraction and Retention

- Commercial sector labour force analysis - \$50K
- Retail market study - \$100K
- Leading the north conference - \$35K
- Dissemination of economic information - \$150K

Budget Highlights - continued

Invest in Arts, Recreation and Culture Development

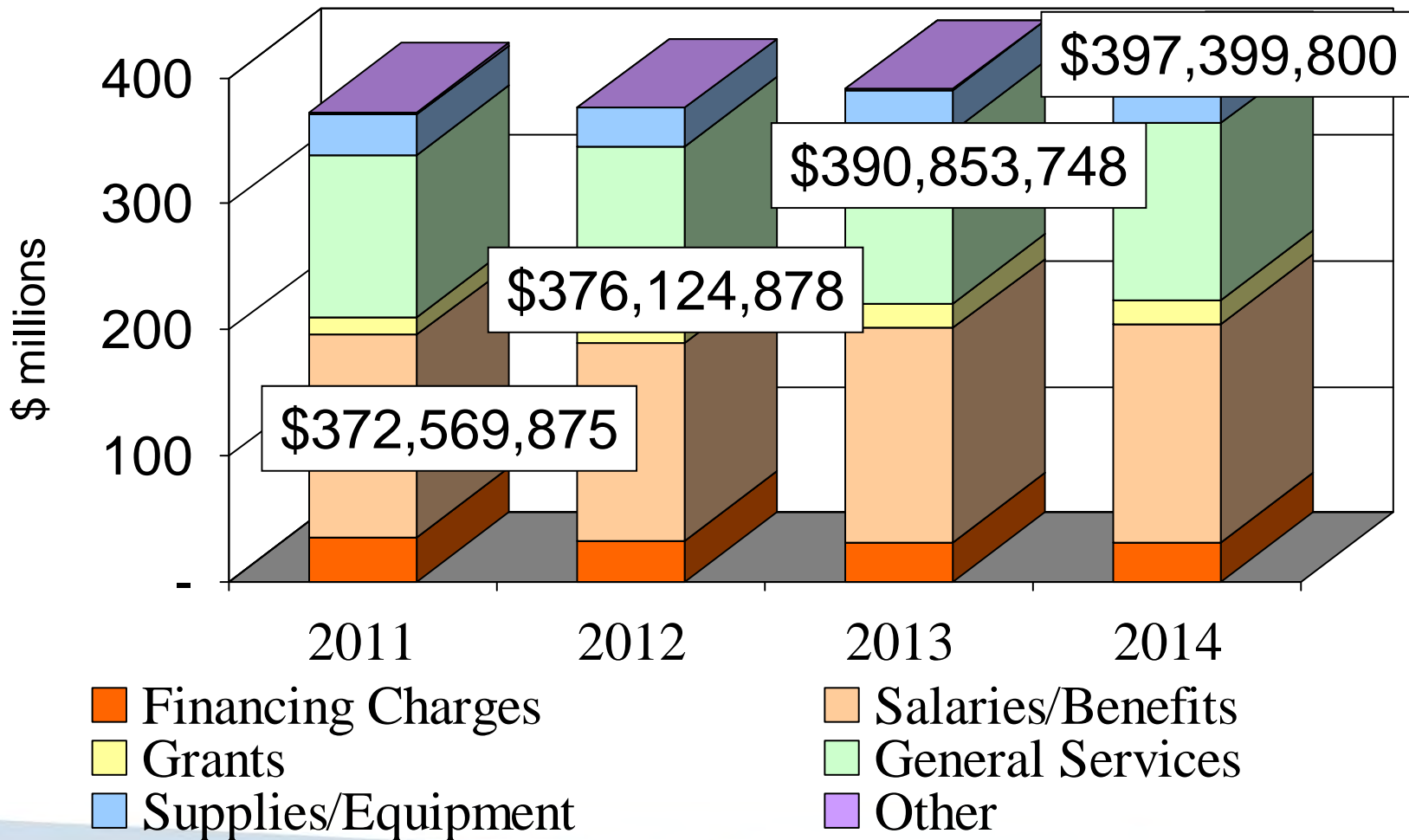
- MacDonald Island Park - \$8.2M
- Fort McMurray Historical Society - \$475K
- Vista Ridge - \$150K
- Wood Buffalo Volunteer Support - \$210K
- Fort McMurray Minor Hockey - \$345K
- NAAA - \$600K
- YMCA - \$150K
- Snow Drifters - \$60K
- Artist in Residency Program - \$32K

Budget Highlights - continued

Enhance and Improve Corporate Responsibility and Governance

- Investment in business advisory services - \$350K
- Data warehouse consulting - \$250K
- Information Technology Service Management process improvement - \$100K

2011 to 2012 Budgets and Financial Plan



Budget Management and Next Steps

- Flexibility to manage within approved budget in 2012
- Update Fiscal Management Strategy
- 2012 Property Tax Rate Bylaw

2012 Operating Budget and 2013-2014 Financial Plan

Council
December 13, 2011

2012 Capital Budget and 2013-2017 Capital Plan

Council
December 13, 2011

Capital Budget Guidelines

Alignment with municipal reports/studies:

- Municipal Development Plan
- Strategic Plan
- Area Structure Plans
- Area Redevelopment Plans
- Master Plans
- Fort McMurray Community Development Plan (FMCDP)
- Asset replacement cycles

2012 Capital Budget By Category

Total 2012 = \$376,854,951

Transportation - \$83.3M

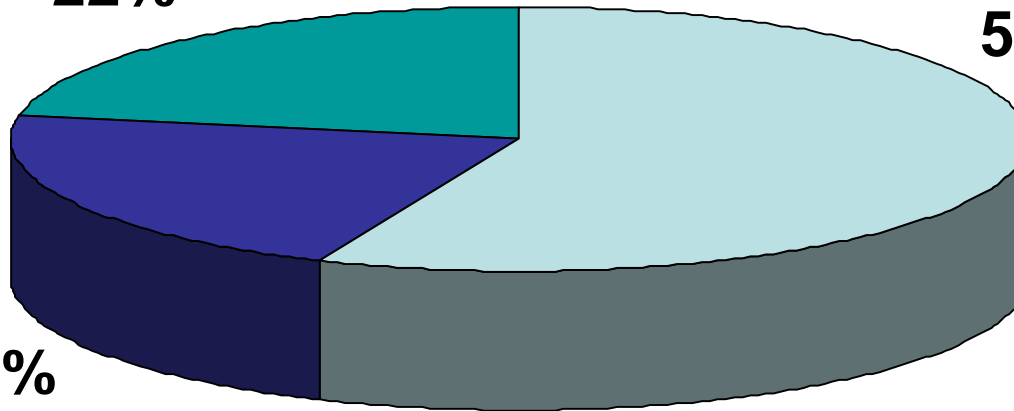
22%

Public Facilities - \$212.8M

57%

21%

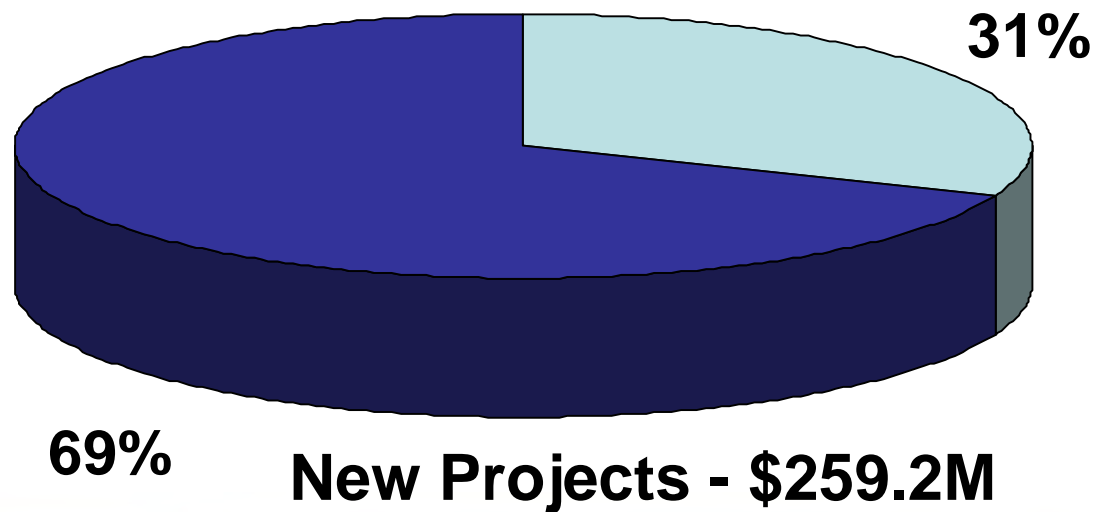
Recreation and Culture - \$80.8M



2012 Capital Budget By Nature

Total 2012 = \$376,854,951

Life Cycle - \$117.6M



2012 Capital Budget By Location

Total 2012 = \$376,854,951

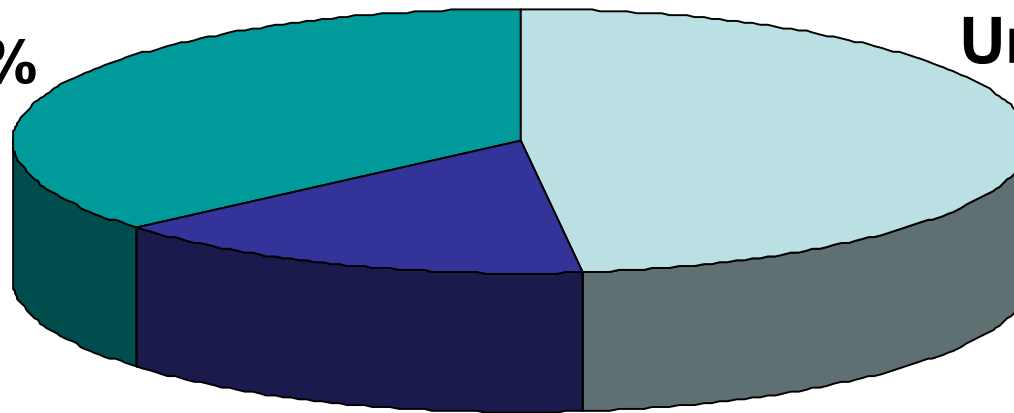
Regional - \$136.7M

36%

Urban - \$181.5M

48%

16% Rural - \$58.7M



2012 Capital Budget By Type

Total 2012 = \$376,854,951

Purchase - \$126.4M

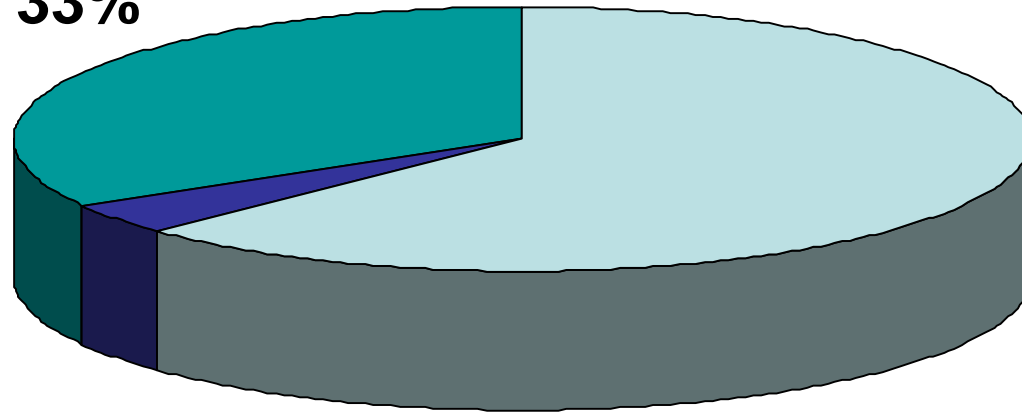
33%

Pre-Design/Design
\$14.2M

4%

Construction - \$236.3M

63%

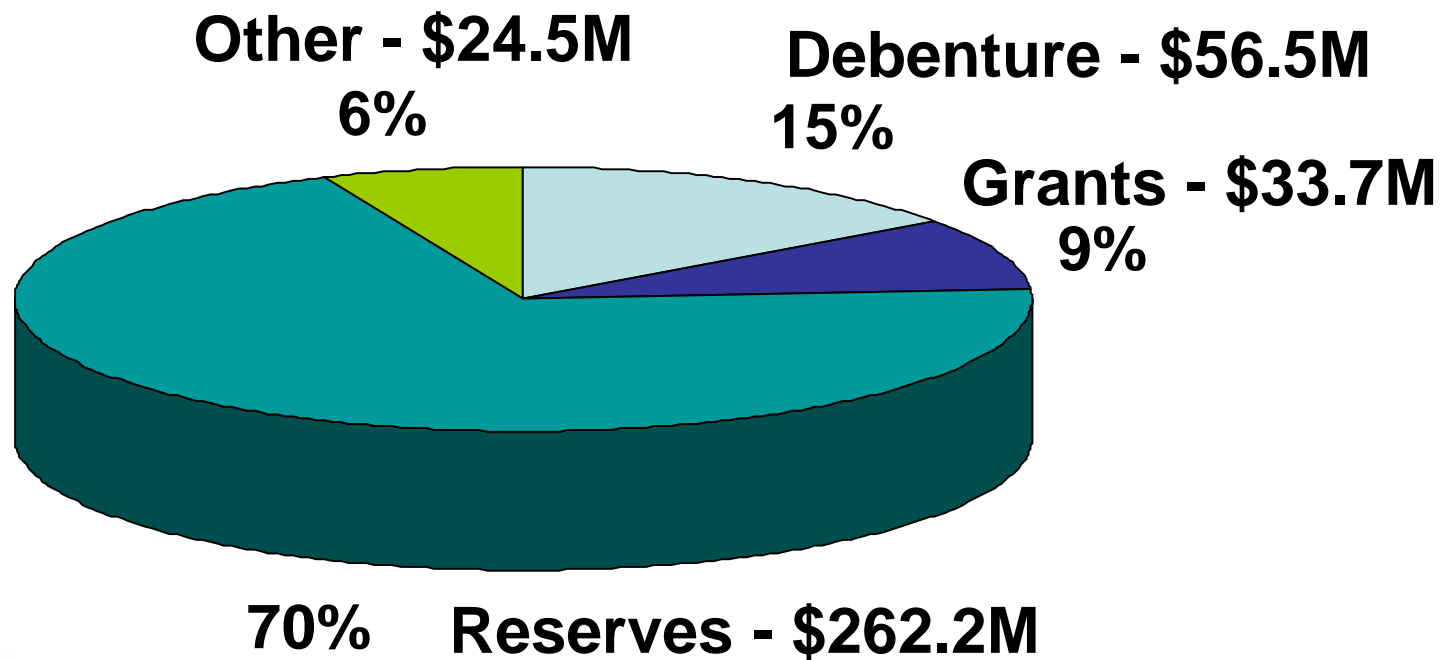


2012 Capital Budget

Capital Infrastructure Reserve	\$ 262,181,355
Debentures	56,480,800
Grants	33,692,796
Other	24,500,000
Total	\$ 376,854,951

2012 Capital Projects by Funding Source

Total 2012 Budget = \$376,854,951



Debt

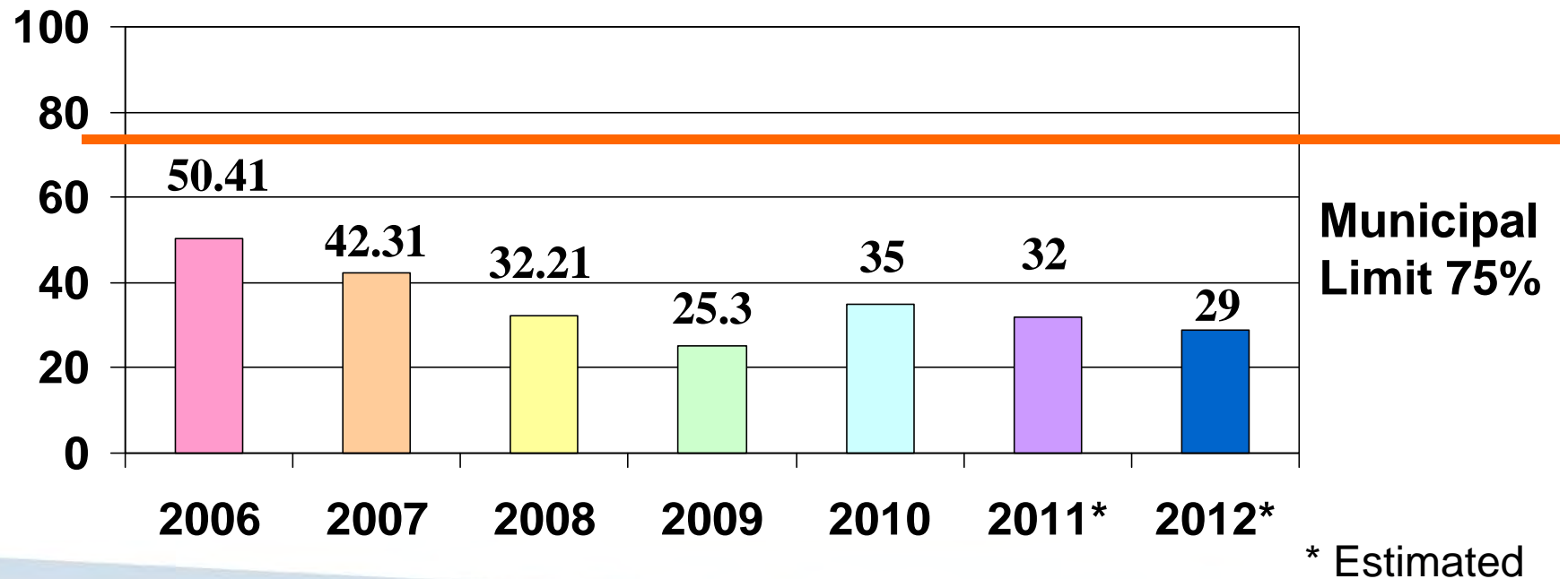
2010 Actual Debt Outstanding **\$377.3M**

2011 Actual Debt Outstanding **\$362.3M**

2012 Committed Debt Outstanding **\$756.1M**

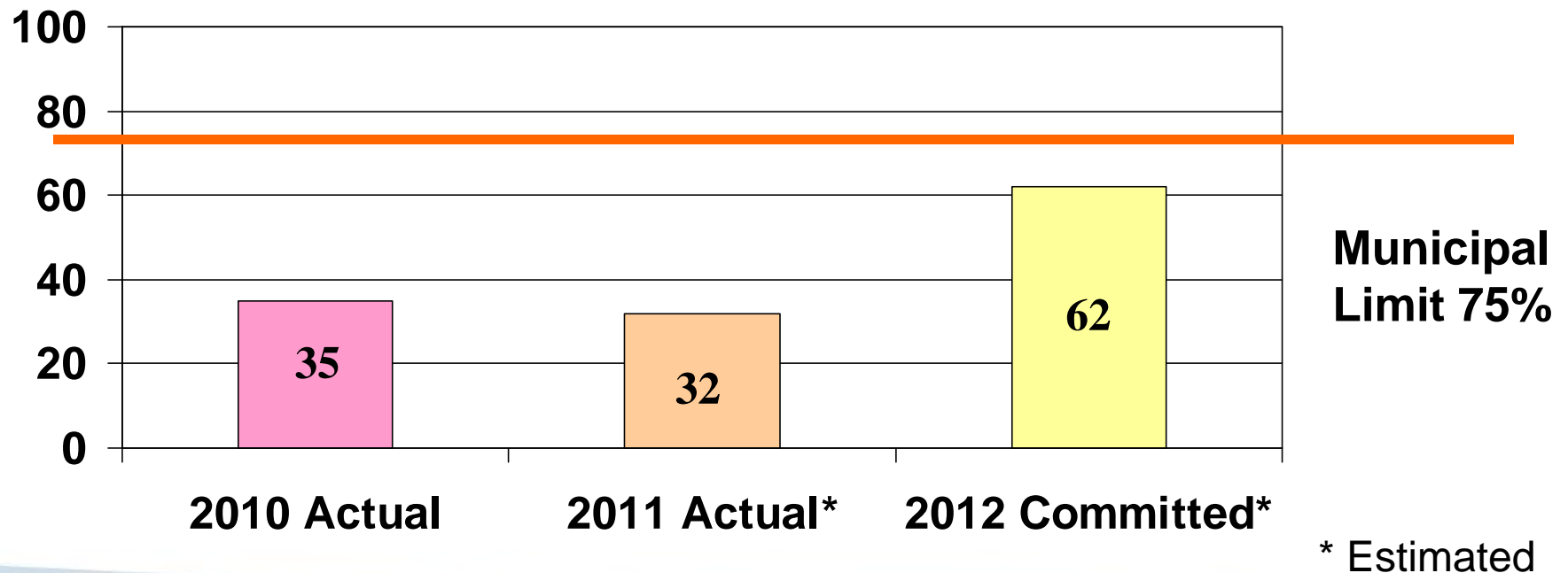
Actual Debt %

- The *Municipal Government Act* (MGA) debt limit is 2.0 X revenue
- Municipality's debt limit is established at 75% of the MGA limit



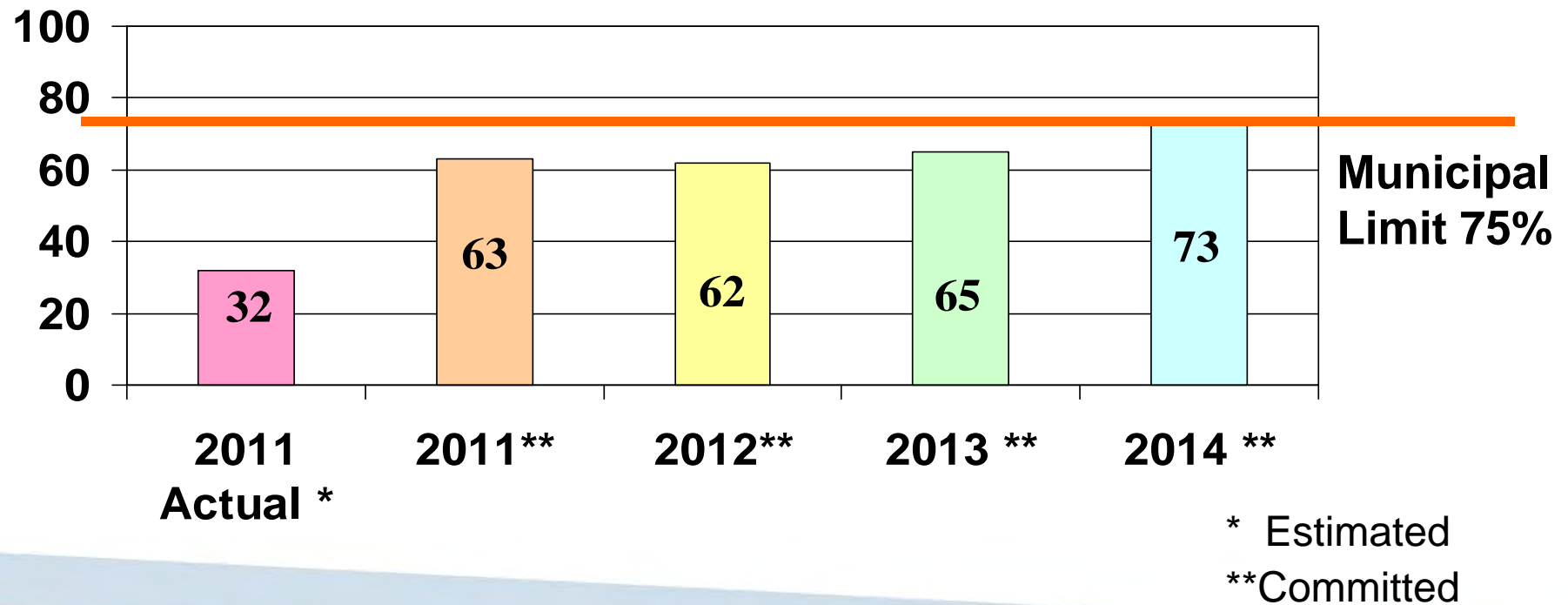
Debt %

- The *Municipal Government Act* (MGA) debt limit is 2.0 X revenue
- Municipality's debt limit is established at 75% of the MGA limit

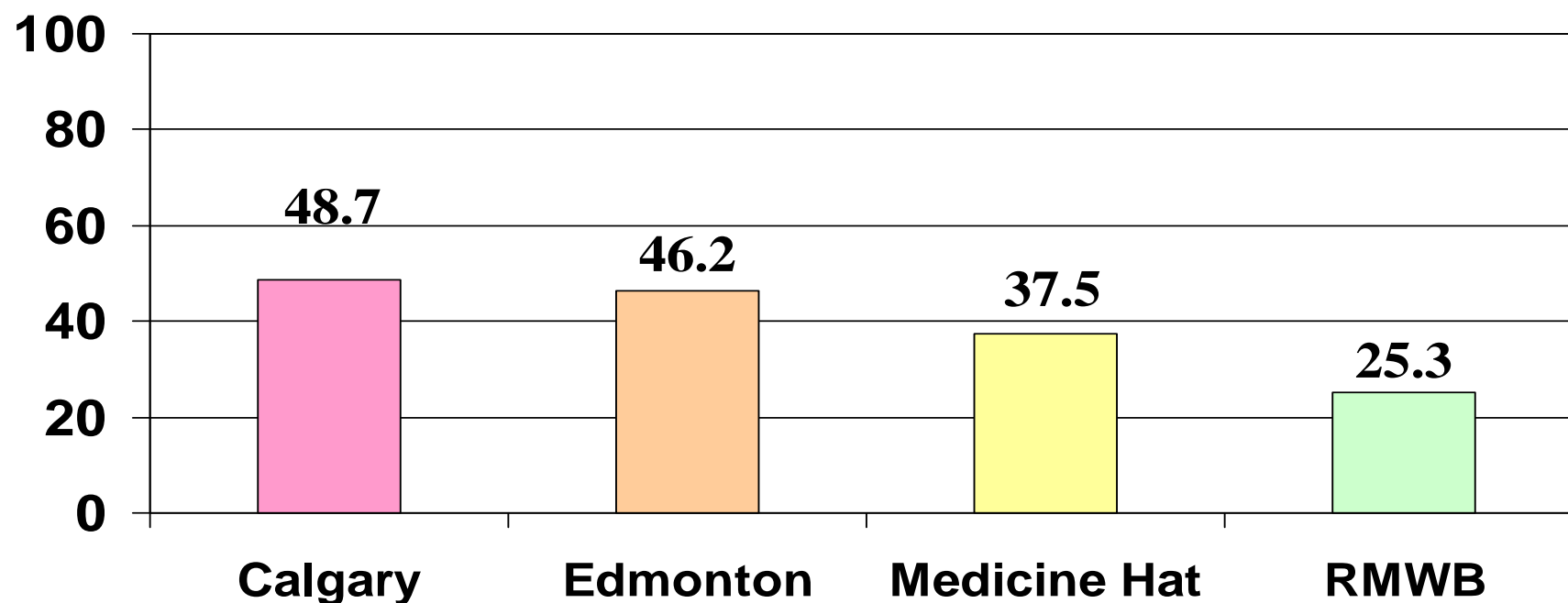


Debt %

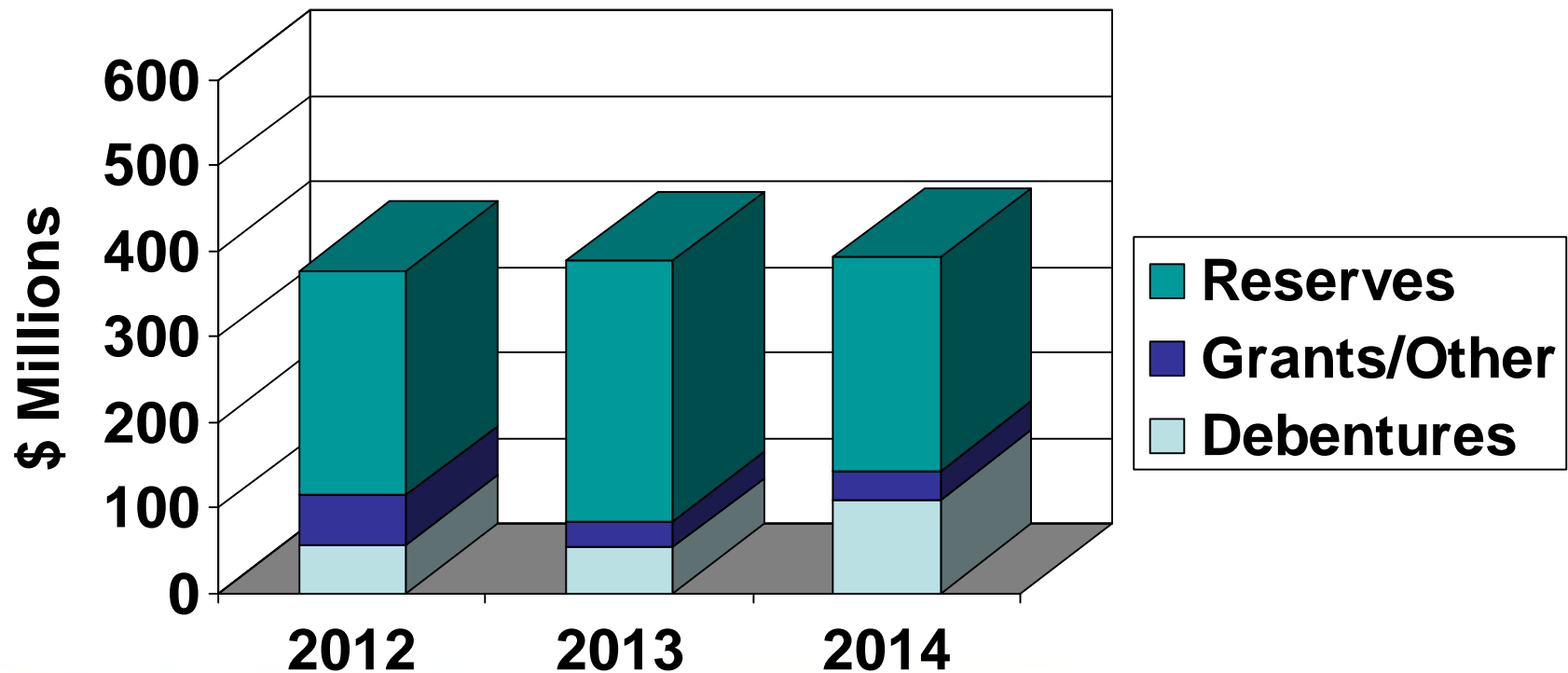
- The *Municipal Government Act* (MGA) debt limit is 2.0 X revenue
- Municipality's debt limit is established at 75% of the MGA limit



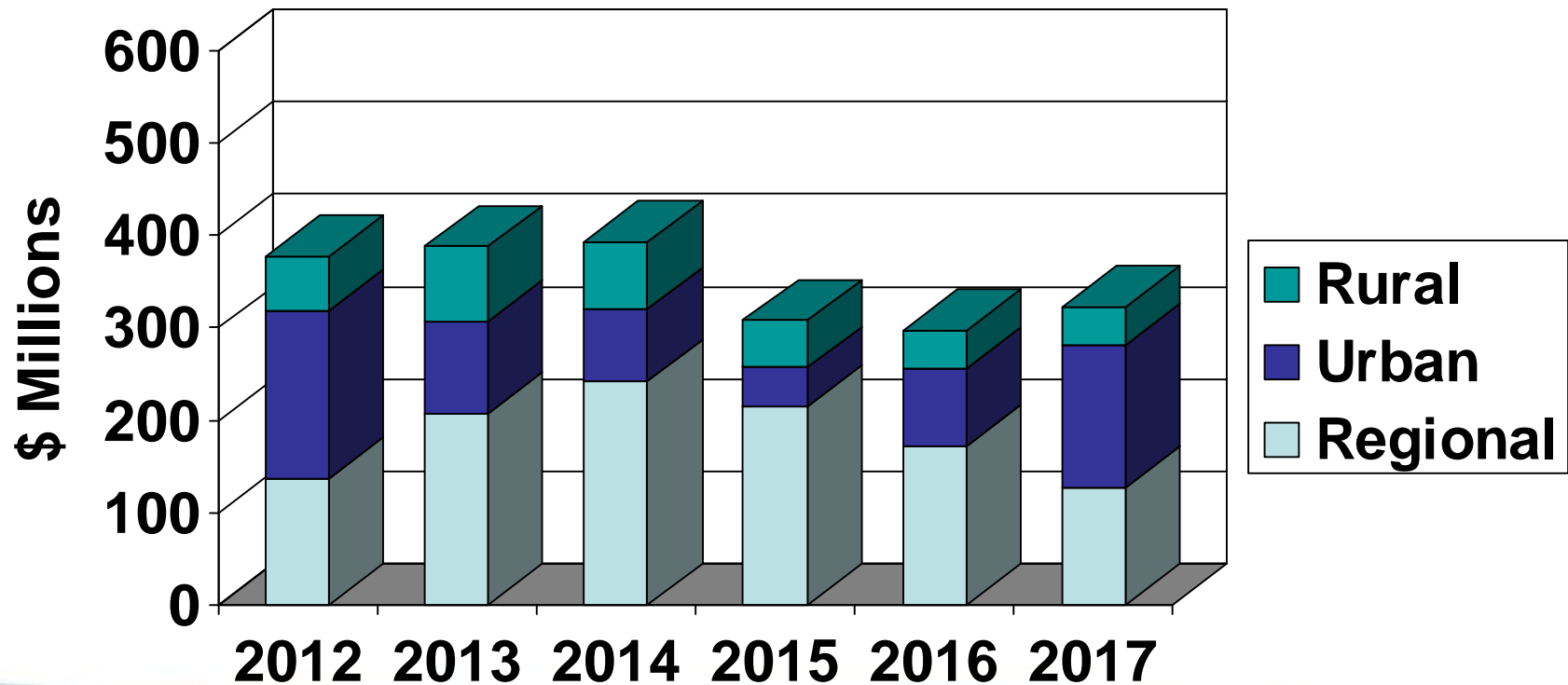
2009 Actual Debt % Comparison



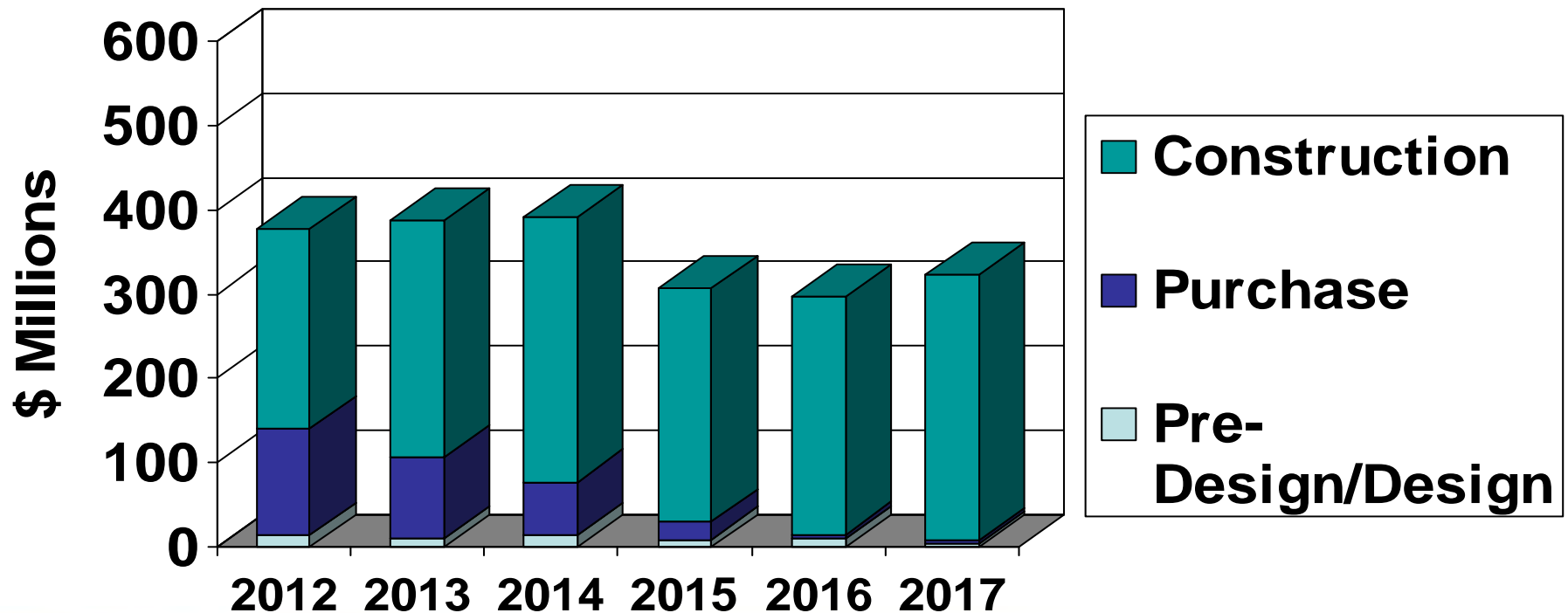
Capital Budget Summary



2012 – 2017 Capital Plan By Location



2012 – 2017 Capital Plan By Type



Debt Service

Actual Debt Service 2011	\$32,790,631
--------------------------	--------------

Budgeted Debt Service 2012	\$32,011,669
----------------------------	--------------

Next Steps

- Ongoing capital budget amendments
- No new debenture bylaws required
- Ongoing project progress monitoring

2012 Capital Budget and 2013-2017 Capital Plan

Council
December 13, 2011

Subject: 2012 Operating Budget and Financial Plan**APPROVALS:**

Glen Laubenstein, Chief Administrative Officer
Elsie Hutton, Chief Financial Officer

Administrative Recommendation(s):

THAT the 2012 Operating Budget in the amount of \$606,359,125 be approved.

THAT the 2013 – 2014 Financial Plan in the amount of \$607,145,127 and \$610,188,221 respectively, be used as the basis for the development of the respective subsequent budgets.

Summary:

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

Background:

The municipal budget process continues to evolve and adapt to our ever-changing environment. The 2012 Proposed Operating Budget and Financial Plan were presented to Council on November 8, 2011. Since that time feedback from the public and Councillors has been solicited.

The Municipal Development Plan, Strategic Plan and Business Plans are key documents that drive budget development. In order to meet timelines, drafts of those plans were reviewed and budgets adjusted to maintain alignment.

Budget/Financial Implications:

The financial parameters placed on the 2012 budget and financial plan are based on the principles contained in the 2011 – 2014 Fiscal Management Strategy (Strategy) previously approved by Council. The Strategy established the following:

- Assume property tax ‘revenue neutral’ plus construction growth philosophy for all property classes in preparing 2012 – 2014 budgets.
- Establish a maximum balance of 15% of prior years audited net property taxes, subject to a minimum uncommitted balance of \$50M in the Emerging Issues Reserve, to mitigate property tax revenue risks.

- Continue the philosophy of maintaining a minimum uncommitted balance of \$50M in the Capital Infrastructure Reserve.
- Maintain debt and debt service limits at a maximum of 75% of *Municipal Government Act* limits.

Additional budget guidelines were also incorporated to reflect previous budget performance relative to personnel budgeting for 2012. In 2011, a 10% reduction to personnel costs was first introduced. The adjustment was implemented to acknowledge ongoing corporate vacancies. This budget philosophy was again adopted for 2012 budget development. The 2012 adjustment resulted in a \$17.4M budget reduction. In the event the budget assumption proves to be too aggressive and vacancy rates improve corporately, funding from the Emerging Issues Reserve will be requested if other savings are not realized.

In addition to funding operating expenditures, contributions to the Capital Infrastructure Reserve for capital purposes are also budgeted in the 2012 Operating Budget as follows:

Revenue	\$606,359,125
Less: Operating Expenditures	<u>376,124,878</u>
Funding available for transfer for capital purposes	230,234,247
Less: Transfer for capital purposes	<u>230,234,247</u>
Balanced Budget	\$ --

Contributions to the Capital Infrastructure Reserve are committed to specific projects in the 2012 Capital Budget. Funds not committed to projects are required for allocation in the 2013 – 2017 Financial Plan in order to offset the requirement for debt financing and maintain a debt limit of 75% of the legislated maximum.

Rationale for Recommendation:

The presentation of the 2012 Proposed Budget and Financial Plan represented Administration's recommendation as the budget transitioned to Council on November 8th. Subsequent feedback has been incorporated and/or responses prepared in order to arrive at the final 2012 Operating Budget and Financial Plan.

Attachment:

1. 2012 Operating Budget, 2013 and 2014 Financial Plan – December 13, 2011

Regional Municipality of Wood Buffalo
2012 Operating Budget, 2013 and 2014 Financial Plan - December 13, 2011

Description	2012 Budget	2013 Plan	2014 Plan	2012 to 2013 Change Increase (Decrease)	Change %	2013 to 2014 Change Increase (Decrease)	Change %
Revenue							
Taxes	\$ 504,714,951	\$ 504,866,403	\$ 504,866,403	\$ 151,452	0.03%	\$ -	0.00%
Sales to Other Governments	4,397,954	4,581,134	4,772,328	183,180	4.17%	191,195	4.17%
Sales of Goods/Services	50,437,461	52,760,348	55,001,413	2,322,888	4.61%	2,241,064	4.25%
Other Revenue	32,893,188	32,211,787	32,550,225	(681,401)	-2.07%	338,438	1.05%
Sales of Fixed Asstes	47,370	47,954	50,352	584	1.23%	2,398	5.00%
Conditional Grants	12,777,485	12,423,585	12,693,585	(353,900)	-2.77%	270,000	2.17%
Other Transfers	1,090,716	253,916	253,916	(836,800)	-76.72%	-	0.00%
Total Revenue	\$ 606,359,125	\$ 607,145,127	\$ 610,188,221	\$ 786,002	0.13%	\$ 3,043,095	0.50%
Expenditures							
Personnel Salaries and Wages	\$ 157,229,688	\$ 169,795,436	\$ 173,433,130	\$ 12,565,748	7.99%	\$ 3,637,694	2.14%
General Services	116,783,611	116,736,195	118,929,617	(47,416)	-0.04%	2,193,422	1.88%
Purchases from Other Governments	19,778,452	20,386,805	20,954,198	608,353	3.08%	567,393	2.78%
Materials, Goods and Supplies	24,150,981	27,872,252	28,235,022	3,721,272	15.41%	362,770	1.30%
Fixed Asset Acquisitions	5,827,297	4,794,190	4,926,938	(1,033,107)	-17.73%	132,748	2.77%
Transfers	19,746,208	19,405,683	19,665,666	(340,525)	-1.72%	259,983	1.34%
Financial Service Charges	32,333,407	31,636,015	31,027,814	(697,392)	-2.16%	(608,201)	-1.92%
Other Expenses	275,235	227,172	227,414	(48,063)	-17.46%	242	0.11%
Total Expenditures	\$ 376,124,878	\$ 390,853,748	\$ 397,399,800	\$ 14,728,871	3.92%	\$ 6,546,051	1.67%
Excess Revenue over Expenditures	\$ 230,234,247	\$ 216,291,378	\$ 212,788,422	\$ (13,942,869)	-6.06%	\$ (3,502,957)	-1.62%
Transfer for Capital Purposes	230,234,247	216,291,378	212,788,422	(13,942,869)	-6.06%	(3,502,956)	-1.62%
Net Change	\$ -	\$ -	\$ -	\$ -		\$ -	

Subject: 2012 Capital Budget, 2013 – 2017 Capital Plan**APPROVALS:**

Glen Laubenstein, Chief Administrative Officer
Elsie Hutton, Chief Financial Officer

Administrative Recommendation(s):

1. THAT the 2012 Capital Budget in the amount of \$376,854,951 be approved.
2. THAT the 2012 Capital Budget funding be approved as follows:
 - Financial Reserves - \$262,181,355
 - Debenture Financing - \$ 56,480,800
 - Grants - \$ 33,692,796
 - Other - \$ 24,500,000
3. THAT new multiple year projects as set out in Attachment 2 - (2012 Capital Budget – New Multiple Year Projects - Budget by Year dated December 13, 2011) be approved.
4. THAT the multiple year projects in progress as set out in Attachment 3 - (2012 Capital Budget – Multiple Year Projects – In Progress dated December 13, 2011) be approved.

Summary:

The *Municipal Government Act* requires that every Alberta municipality approve a budget prior to passing a property tax bylaw in respect of the year. It is advantageous for a municipality to approve a budget prior to the budget year to ensure no delays or disruptions in planned activities for the upcoming year.

Background:

The 2012 Capital Budget supports an investment in sustainable communities. Administration presented the proposed 2012 Capital Budget and Capital Plan on November 8th in a public meeting. Budget discussions in a public setting were continued in order to increase transparency of municipal budgeting practices. Feedback has been actively solicited since the release of the budget to Council.

In funding the 2012 Capital Budget, approved grant funding was applied to eligible projects, followed by allocation of the Capital Infrastructure Reserve funds. Debt financing was then applied ensuring the municipality remains within the Debt Management Policy limits of 75%. In addition, allocation of the Capital Infrastructure Reserve continues to maintain a \$50M minimum

balance over the life of the financial plan. Funds not committed to projects in 2012 are required for allocation in the 2013 – 2017 Financial Plan to offset the requirement for debt financing in order to maintain a maximum debt limit of 75% of the legislated maximum.

Budget/Financial Implications:

Attachment 1 itemizes the specific capital projects for 2012. Council approval of Attachment 2 and Attachment 3 which itemizes New and In Progress Multiple Year Capital Projects in the 2012 Capital Budget will allow multiple year projects to proceed seamlessly from one year to the next since Council will be providing, in effect, pre-budget approval for future years. Although Administration will be held to the cash flows as identified on the schedule, tenders may be awarded for the term of the project.

The 2012 Capital Budget includes proposed capital projects totaling \$376,854,951 funded as follows:

Financial Reserves	\$262,181,355
Debenture Debt Financing	56,480,800
Federal and Provincial Grants	33,692,796
Other	<u>24,500,000</u>
Total 2012 Capital Project Costs	<u>\$376,854,951</u>

The 2013 – 2017 Financial Plan proposed capital project costs are as follows:

2013	\$388,023,560
2014	\$392,153,800
2015	\$307,714,400
2016	\$296,287,800
2017	\$322,380,000

Rationale for Recommendation(s):

The 2012 Capital Budget includes projects important to investing in sustainable communities as aligned in the Municipal Development Plan. These projects can be categorized into Public Facilities - \$ 212,769,781, Transportation - \$ 83,271,930 and Recreation and Culture - \$ 80,813,240. The Capital Budget continues to be a very dynamic document as priorities, funding, capital estimates and timing of infrastructure change. Thus, capital budget amendments are expected in order to most effectively allocate the Municipality's financial and human resources.

Attachments:

1. 2012 Capital Budget – December 13, 2011
2. 2012 Capital Budget – New Multiple Year Projects – Budget by Year– December 13, 2011
3. 2012 Capital Budget – Multiple Year Projects - In Progress – December 13, 2011
4. 2013 – 2017 Capital Plan – December 13, 2011

Regional Municipality of Wood Buffalo

2012 Capital Budget

Attachment 1 - December 13, 2011

Major Category	Project Name	Location/ Ward	Total Annual Cost	Grants	Reserve	Offsite Levies	Debenture Financing
	First year of a multiple year project	1-4 - Ward					
	Other than first year of a multiple year project	5 - Regional (municipality-wide)					
	Single year project						
2012 Capital Plan - Funded							
Public Facilities	Abasand Heights Pump house Upgrade - Pre-Design & Design	1	270,000		270,000		
Public Facilities	Abrams Land - Servicing and Site Preparation	1	1,900,000		1,900,000		
Public Facilities	Abrams Parcel 3 Development (Land)	1	5,000,000		5,000,000		
Public Facilities	Airport Capital Grant	5	12,500,000		12,500,000		
Public Facilities	Airport Sewer - Construction	5	3,000,000	3,000,000			
Public Facilities	Ambulance Fleet Replacements 2012	5	500,000		500,000		
Public Facilities	Anzac WWTP Effluent Pipeline	4	10,000,000		10,000,000		
Public Facilities	Anzac Truck Fill	4	2,800,000		2,800,000		
Public Facilities	Anzac Waste Water Treatment Plant	4	9,050,000	5,000,000	4,050,000		
Public Facilities	Architectural Upgrades Owned - Leased 2012	5	1,500,000		1,500,000		
Public Facilities	Athabasca Water Treatment Plant Expansion	5	19,000,000			8,000,000	11,000,000
Public Facilities	Beacon Hill Outfall and Pipeline Upgrades - Pre-Design & Design	1	1,000,000		1,000,000		
Public Facilities	Computerized Routing & Scheduling Software	1	100,500		100,500		
Public Facilities	Confederation Way Sanitary Sewer Bypass	1	12,000,000		4,000,000	8,000,000	
Public Facilities	Conklin Sewage Lagoon Upgrade - Predesign & Design	4	1,500,000		1,500,000		
Public Facilities	Cornwall Lift Station Upgrade - Construction	1	2,200,000		2,200,000		
Public Facilities	Enterprise Resource Planning Solution Phase 1	5	914,000		914,000		
Public Facilities	Fire Investigation Van	5	150,000		150,000		
Public Facilities	Green Plan Initiative - Regional Landfill	5	4,000,000		4,000,000		
Public Facilities	Heavy Equipment Additions 2012	5	730,000		730,000		
Public Facilities	Heavy Equipment Replacements 2012	5	3,245,000		3,245,000		
Public Facilities	Hwy 69 Lift Station & Forcemain	5	6,000,000		6,000,000		
Public Facilities	IT Windows Terminal Services	5	1,500,000		1,500,000		
Public Facilities	Janvier WTP Intake - Construction	4	500,000		500,000		
Public Facilities	Jubilee Building Major Maintenance Upgrades 2011-2013	5	1,000,000		1,000,000		
Public Facilities	Land Acquisition 2012-2014	1	56,934,281		56,934,281		
Public Facilities	Lift Station Upgrades (South)	5	2,000,000		2,000,000		
Public Facilities	Light Equipment Additions 2012	5	647,000		647,000		
Public Facilities	Light Equipment Replacements 2012	5	264,000		264,000		
Public Facilities	Low Pressure Sanitary Sewer - Hwy 63 North	1	3,500,000			3,500,000	
Public Facilities	Lower Townsite Reservoir Upgrade	1	4,800,000		4,800,000		
Public Facilities	Mackenzie Lift Station Diversion & Mackenzie Blvd Sewer Upgrade - Design	5	1,450,000		1,450,000		
Public Facilities	Regional Scada Wan - Design	5	225,000		225,000		

Regional Municipality of Wood Buffalo

2012 Capital Budget

Attachment 1 - December 13, 2011

Major Category	Project Name	Location/ Ward	Total Annual Cost	Grants	Reserve	Offsite Levies	Debenture Financing
	First year of a multiple year project	1-4 - Ward					
	Other than first year of a multiple year project	5 - Regional (municipality-wide)					
	Single year project						
Public Facilities	Saline Plateau Truck Sewer	5	15,000,000	15,000,000			
Public Facilities	Server Replacements 2012-2013	5	90,000		90,000		
Public Facilities	South Regional Wastewater Treatment Plant - Pre-Design	1	500,000		500,000		
Public Facilities	Southwest Water Supply Line - Pre-Design	1	1,500,000		1,500,000		
Public Facilities	Thickwood Reservoir Replacement - Construction	1	5,000,000		5,000,000		
Public Facilities	Urban Infrastructure Rehabilitation 2011 - 2013	1	15,000,000		15,000,000		
Public Facilities	Waste Water Treatment Plant	5	5,000,000			5,000,000	
Public Facilities	Wireless Access	4	500,000		500,000		
Recreation & Culture	Anzac Multi-Use Leisure Facility with Rural Core Amenities - Anzac	4	10,000,000		10,000,000		
Recreation & Culture	Archie Simpson Arena Air Conditioning	2	120,000		120,000		
Recreation & Culture	Archie Simpson Arena Concrete Slab and Board Modifications	2	1,500,000		1,500,000		
Recreation & Culture	Beacon Hill Water Spray Park	1	970,000		970,000		
Recreation & Culture	Birchwood Trail Lighting 2012	1	400,000		400,000		
Recreation & Culture	Casman Center - Food Service Expansion	1	4,200,000		4,200,000		
Recreation & Culture	Conklin Community Centre - Design	4	1,400,000		1,400,000		
Recreation & Culture	Eagle Ridge Community Centre Partnership Initiative	1	5,000,000		5,000,000		
Recreation & Culture	Fort Chipewyan Sports field Expansion & Dugouts	2	150,000		150,000		
Recreation & Culture	Heritage Marine Park - Capital Grant	5	3,000,000		3,000,000		
Recreation & Culture	MacDonald Island - Non Profit Centre (Construction Grant)	5	16,000,000		16,000,000		
Recreation & Culture	MacDonald Island - Synthetic Field Development (Construction Grant)	5	10,000,000		10,000,000		
Recreation & Culture	MacDonald Island 2012 Capital Facility Upgrades (grant)	5	5,273,240		5,273,240		
Recreation & Culture	Mamawi Community Center - Refurbishment	2	2,500,000		2,500,000		
Recreation & Culture	Parking Lot Upgrades	5	3,400,000		3,400,000		
Recreation & Culture	Rural Community Placemaking - Fort Chipewyan	2	2,400,000		2,400,000		
Recreation & Culture	Saprae Creek Outdoor Rink Warm Up Shelter	3	700,000		700,000		
Recreation & Culture	Signal Road Trail Paving	1	1,000,000		1,000,000		
Recreation & Culture	Thickwood Heights/Timberlea - Multiuse Facility - Design	5	7,000,000		7,000,000		
Recreation & Culture	Urban & Rural Cemetery Development - Construction	5	4,000,000		4,000,000		
Recreation & Culture	Vista Ridge - Chair Lift Replacement Grant	3	1,500,000		1,500,000		
Recreation & Culture	Vista Ridge - Snow Groomer Grant	3	300,000		300,000		
Transportation	Fort Chipewyan Firebag Bridge Replacement - Construction	2	6,000,000	6,000,000			
Transportation	Franklin Avenue Revitalization - Construction	1	15,000,000		15,000,000		
Transportation	Rural Road Rehabilitation 2010	5	5,000,000	1,550,000	3,450,000		
Transportation	Fort MacKay Bridge Replacement	2	5,780,800				5,780,800
Transportation	West Airport Boundary Road	5	4,330,000		4,330,000		

Regional Municipality of Wood Buffalo

2012 Capital Budget

Attachment 1 - December 13, 2011

Major Category	Project Name	Location/ Ward	Total Annual Cost	Grants	Reserve	Offsite Levies	Debenture Financing
	First year of a multiple year project	1-4 - Ward					
	Other than first year of a multiple year project	5 - Regional (municipality-wide)					
	Single year project						
Transportation	Lower Townsite West Loop Road - Prairie Loop Boulevard	1	15,000,000				15,000,000
Transportation	Saline Creek Drive and Bridge - Construction	1	24,700,000				24,700,000
Transportation	Traffic Signal Installations (Mackenzie Blvd)	1	760,000		760,000		
Transportation	Anzac - Asphalt Roadside Walkways - Construction	4	1,200,000		1,200,000		
Transportation	Fort Chipewyan Winter Road Bridges Replacement - Design	2	350,000		350,000		
Transportation	Fort Chipewyan Richardson River Bridge Replacement - Design	2	400,000		400,000		
Transportation	Transit Bus Replacements 2012-2014	1	1,350,000	1,350,000			
Transportation	Transit Bus Shelter Replacements & Additions 2011-2013	1	2,501,130	1,100,000	1,401,130		
Transportation	Transit Bus Additions 2012 - 2014	1	900,000	692,796	207,204		
Total 2012 Projects			376,854,951	33,692,796	262,181,355	24,500,000	56,480,800

Regional Municipality of Wood Buffalo

Attachment 2 - December 13, 2011

2012 Capital Budget - New Multiple Year Projects - Budget by Year

Major Category	Project Name	Location/ Ward	2012	2013	2014	2015	Thereafter	Total
	First year of a multiple year project	1-4 - Ward						
	Other than first year of a multiple year project	5 - Regional (municipality-wide)						
	Single year project							
Multiple year projects - first year								
Public Facilities	Abasand Heights Pump house Upgrade - Pre-Design & Design	1	270,000	430,000				700,000
Public Facilities	Airport Capital Grant	5	12,500,000	6,250,000	6,250,000			25,000,000
Public Facilities	Airport Sewer - Construction	5	3,000,000	2,000,000				5,000,000
Public Facilities	Anzac WWTP Effluent Pipeline	4	10,000,000	12,000,000				22,000,000
Public Facilities	Hwy 69 Lift Station & Forcemain	5	6,000,000	6,000,000				12,000,000
Public Facilities	Land Acquisition 2012-2014	1	56,934,281	65,480,000	36,000,000			158,414,281
Public Facilities	Saline Plateau Truck Sewer	5	15,000,000	9,500,000				24,500,000
Public Facilities	Server Replacements 2012-2013	5	90,000	90,000				180,000
Public Facilities	South Regional Wastewater Treatment Plant - Pre-Design	1	500,000	500,000				1,000,000
Public Facilities	Thickwood Reservoir Replacement - Construction	1	5,000,000	5,000,000				10,000,000
Recreation & Culture	Urban & Rural Cemetery Development - Construction	5	4,000,000	3,000,000				7,000,000
Transportation	Fort Chipewyan Firebag Bridge Replacement - Construction	2	6,000,000	3,500,000				9,500,000
Transportation	West Airport Boundary Road	5	4,330,000	3,600,000				7,930,000
Transportation	Transit Bus Replacements 2012-2014	1	1,350,000	1,350,000	900,000			3,600,000
Transportation	Transit Bus Additions 2012 - 2014	1	900,000	1,350,000	900,000			3,150,000
Total			125,874,281	120,050,000	44,050,000			289,974,281

164,100,000

Total 2013 - "Thereafter"

Notes

1. The above schedule shows total project cost for each multi year project starting in 2012.
2. Council is requested to pre-approve \$249,600,000 in future project cash flows.

Regional Municipality of Wood Buffalo

2012 Capital Budget - Multiple Year Projects - In Progress

Attachment 3 - December 13, 2011

Major Category	Project Name	Location/ Ward	2011 & Prior	2012	2013	2014	2015	Thereafter	Total
	First year of a multiple year project	1-4 - Ward							
	Other than first year of a multiple year project	5 - Regional (municipality-wide)							
	Single year project								
Multiple year projects - other than first year									
Original budget/cash flow as approved by Council & Fiscal Policy									
Public Facilities	Abrams Land - Servicing and Site Preparation	1	23,800,000	1,900,000					25,700,000
Public Facilities	Anzac Truck Fill	4	14,200,000	2,800,000					17,000,000
Public Facilities	Anzac Waste Water Treatment Plant	4	5,150,000	9,050,000	7,800,000				22,000,000
Public Facilities	Athabasca Water Treatment Plant Expansion	5	142,267,337	19,200,000					161,467,337
Public Facilities	Enterprise Resource Planning Solution Phase 1	5	12,150,000	914,000					13,064,000
Public Facilities	Janvier WTP Intake - Construction	4	5,000,000	500,000					5,500,000
Public Facilities	Jubilee Building Major Maintenance Upgrades 2011-2013	5	1,210,000	1,000,000	1,000,000				3,210,000
Public Facilities	Lift Station Upgrades (South)	5	8,331,680	4,000,000					12,331,680
Public Facilities	Lower Townsite Reservoir Upgrade	1	14,000,000	4,800,000					18,800,000
Public Facilities	Urban Infrastructure Rehabilitation 2011 - 2013	1	40,000,000	20,000,000	35,000,000				95,000,000
Public Facilities	Waste Water Treatment Plant	5	221,815,000	5,000,000					226,815,000
Recreation & Culture	Anzac Multi-Use Leisure Facility with Rural Core Amenities - Anzac	4	3,700,000	10,000,000	22,800,000				36,500,000
Recreation & Culture	Beacon Hill Water Spray Park	1	150,000	970,000					1,120,000
Recreation & Culture	Rural Community Placemaking - Fort Chipewyan	2	400,000	2,400,000					2,800,000
Transportation	Franklin Avenue Revitalization - Construction	1	15,000,000	15,000,000	15,000,000				45,000,000
Transportation	Rural Road Rehabilitation 2010	5	11,000,000	5,000,000					16,000,000
Transportation	Fort MacKay Bridge Replacement*	2	23,720,800						23,720,800
Transportation	Lower Townsite West Loop Road - Prairie Loop Boulevard	1	27,500,000	4,300,000	18,400,000				50,200,000
Transportation	Saline Creek Drive and Bridge - Construction	1	4,800,000	24,700,000					29,500,000
Transportation	Anzac - Asphalt Roadside Walkways - Construction	4	3,000,000	1,200,000					4,200,000
Transportation	Fort Chipewyan Winter Road Bridges Replacement - Design	2	450,000	350,000					800,000
Transportation	Fort Chipewyan Richardson River Bridge Replacement - Design	2	300,000	400,000					700,000
Transportation	Transit Bus Shelter Replacements & Additions 2011-2013	1	585,000	1,100,000	1,100,000				2,785,000
Ongoing multi year projects not requiring funds in 2012									
Public Facilities	Civic Centre Construction**		9,500,000	12,500,000	73,750,000	72,750,000	65,000,000	80,500,000	314,000,000
Public Facilities	Rural Water & Sewer Servicing - Pre-Design & Design		3,250,000						3,250,000
Total 2012 Projects			591,279,817	147,084,000	174,850,000	72,750,000	65,000,000	80,500,000	1,131,463,817
Revised budget/cash flow									
Public Facilities	Abrams Land - Servicing and Site Preparation	1	23,800,000	1,900,000					25,700,000
Public Facilities	Anzac Truck Fill	4	14,200,000	2,800,000					17,000,000
Public Facilities	Anzac Waste Water Treatment Plant	4	5,150,000	9,050,000	7,800,000				22,000,000
Public Facilities	Athabasca Water Treatment Plant Expansion	5	142,267,337	19,000,000	200,000				161,467,337
Public Facilities	Enterprise Resource Planning Solution Phase 1	5	12,150,000	914,000					13,064,000
Public Facilities	Janvier WTP Intake - Construction	4	5,000,000	500,000					5,500,000
Public Facilities	Jubilee Building Major Maintenance Upgrades 2011-2013	5	1,210,000	1,000,000	1,000,000				3,210,000

Regional Municipality of Wood Buffalo

2012 Capital Budget - Multiple Year Projects - In Progress

Attachment 3 - December 13, 2011

Major Category	Project Name	Location/ Ward	2011 & Prior	2012	2013	2014	2015	Thereafter	Total
	First year of a multiple year project	1-4 - Ward							
	Other than first year of a multiple year project	5 - Regional (municipality-wide)							
	Single year project								
Public Facilities	Lift Station Upgrades (South)	5	8,331,680	2,000,000	2,000,000				12,331,680
Public Facilities	Lower Townsite Reservoir Upgrade	1	14,000,000	4,800,000					18,800,000
Public Facilities	Urban Infrastructure Rehabilitation 2011 - 2013	1	40,000,000	15,000,000	40,000,000				95,000,000
Public Facilities	Waste Water Treatment Plant	5	221,815,000	5,000,000					226,815,000
Recreation & Culture	Anzac Multi-Use Leisure Facility with Rural Core Amenities - Anzac	4	3,700,000	10,000,000	22,800,000				36,500,000
Recreation & Culture	Beacon Hill Water Spray Park	1	150,000	970,000					1,120,000
Recreation & Culture	Rural Community Placemaking - Fort Chipewyan	2	400,000	2,400,000					2,800,000
Transportation	Franklin Avenue Revitalization - Construction	1	15,000,000	15,000,000	15,000,000				45,000,000
Transportation	Rural Road Rehabilitation 2010	5	11,000,000	5,000,000					16,000,000
Transportation	Fort MacKay Bridge Replacement*	2	14,940,000	5,780,800	3,000,000				23,720,800
Transportation	Lower Townsite West Loop Road - Prairie Loop Boulevard	1	27,500,000	15,000,000	5,000,000	2,000,000	700,000		50,200,000
Transportation	Saline Creek Drive and Bridge - Construction	1	4,800,000	24,700,000					29,500,000
Transportation	Anzac - Asphalt Roadside Walkways - Construction	4	3,000,000	1,200,000					4,200,000
Transportation	Fort Chipewyan Winter Road Bridges Replacement - Design	2	450,000	350,000					800,000
Transportation	Fort Chipewyan Richardson River Bridge Replacement - Design	2	300,000	400,000					700,000
Transportation	Transit Bus Shelter Replacements & Additions 2011-2013	1	585,000	2,501,130	6,538,560				9,624,690
Ongoing multi year projects not requiring funds in 2012									
Public Facilities	Civic Centre Construction**		9,500,000		12,500,000	73,750,000	72,750,000	145,500,000	314,000,000
Public Facilities	Rural Water & Sewer Servicing - Pre-Design & Design		3,250,000		2,600,000	9,900,000			15,750,000

Revised Total	582,499,017	145,265,930	118,438,560	85,650,000	73,450,000	145,500,000	1,150,803,507
Net Change	(8,780,800)	(1,818,070)	(56,411,440)	12,900,000	8,450,000	65,000,000	19,339,690

Notes

1. The above schedule shows total project cost for each multi year project that started prior to 2012
2. Council is requested to pre-approve additional \$19,339,690 and the yearly changes in cash flow.

* - approved in 2009 with cash flow intended for 2010. However, project did not require funds in 2010 and therefore not part of the 2010 budget

** - approved in 2010 with cash flow intended for 2011 and 2012. However, project did not require funds in 2011 and 2012 and therefore not part of the 2011 and 2012 budget

Regional Municipality of Wood Buffalo

2013 - 2017 Capital Plan

Attachment 4 - December 13, 2011

Major Category	Project Name	Location/ Ward	Total Annual Cost	Grants	Reserve	Offsite Levies	Debenture Financing
	First year of a multiple year project	1-4 - Ward					
	Other than first year of a multiple year project	5 - Regional (municipality-wide)					
	Single year project						
2013 Capital Plan - Funded							
Public Facilities	Abasand Heights Pump house Upgrade - Construction	1	1,000,000		1,000,000		
Public Facilities	Beacon Hill Water Supply Upgrade - Construction	1	2,000,000		2,000,000		
Public Facilities	Thickwood Reservoir Replacement - Construction	1	5,000,000		5,000,000		
Public Facilities	Beacon Hill Outfall and Pipeline Upgrades - Construction	1	12,000,000		12,000,000		
Public Facilities	Urban Infrastructure Rehabilitation 2011 - 2013	1	40,000,000		40,000,000		
Public Facilities	Janvier PLC Upgrade	4	600,000		600,000		
Public Facilities	Conklin Sewage Lagoon Upgrade - Construction	4	5,000,000		5,000,000		
Public Facilities	Anzac Waste Water Treatment Plant	4	7,800,000	5,000,000	2,800,000		
Public Facilities	Athabasca Water Treatment Plant Expansion	5	200,000				200,000
Public Facilities	Lift Station Upgrades (South)	5	2,000,000		2,000,000		
Public Facilities	South East 881 Water Supply Line - Construction	5	9,000,000	8,500,000	500,000		
Public Facilities	Jubilee Building Major Maintenance Upgrades 2011-2013	5	1,000,000		1,000,000		
Public Facilities	Architectural Upgrades Owned-Leased 2013	5	1,500,000		1,500,000		
Public Facilities	Snow Storage Facilities - Design & Construction	5	5,000,000		5,000,000		
Public Facilities	Abasand Heights Pump house Upgrade - Pre-Design & Design	1	430,000		430,000		
Public Facilities	Fort MacKay Firehall - Design	2	500,000		500,000		
Public Facilities	Janvier Sewage Lagoon Upgrade - Design	4	500,000		500,000		
Public Facilities	Anzac Fire Hall - Design	4	560,000		560,000		
Public Facilities	Southeast 881 Water Supply Line - Design	5	300,000		300,000		
Public Facilities	WWTP Process Capacity Improvements- Design	5	750,000		750,000		
Public Facilities	Tourist Sewage Dump Stations - Design	5	500,000		500,000		
Public Facilities	Janvier WTP Distribution Pump	4	225,000		225,000		
Public Facilities	Heavy Equipment Replacements 2013	5	2,000,000		2,000,000		
Public Facilities	Light Equipment Replacements 2013	5	2,000,000		2,000,000		
Public Facilities	Server Replacements 2012-2013	5	90,000		90,000		
Public Facilities	Plotter & Scanner Replacements 2011-2013	5	100,000		100,000		
Public Facilities	Technology Infrastructure Upgrades 2013	5	1,000,000		1,000,000		
Public Facilities	Southwest Water Supply Line - Design & Construction	1	5,000,000		5,000,000		
Public Facilities	Fort MacKay Intake and Raw Water Reservoir - Construction	2	1,000,000		1,000,000		
Public Facilities	Anzac WWPT Effluent Pipeline	4	12,000,000		12,000,000		
Public Facilities	Airport Sewage Lagoon - Decommissioning/Reclamation	5	150,000		150,000		
Public Facilities	Household Hazardous Waste Building	5	250,000		250,000		
Public Facilities	Airport Sewer - Construction	5	2,000,000		2,000,000		
Public Facilities	Landfill Gas Management System - Construction	5	2,000,000		2,000,000		
Public Facilities	Hwy 69 Lift Station & Forcemain	5	6,000,000		6,000,000		
Public Facilities	Saline Plateau Trunk Sewer	5	9,500,000	9,500,000			
Public Facilities	Civic Centre - Construction	5	12,500,000				12,500,000

Regional Municipality of Wood Buffalo

2013 - 2017 Capital Plan

Attachment 4 - December 13, 2011

Major Category	Project Name	Location/ Ward	Total Annual Cost	Grants	Reserve	Offsite Levies	Debenture Financing
	First year of a multiple year project	1-4 - Ward					
	Other than first year of a multiple year project	5 - Regional (municipality-wide)					
	Single year project						
Public Facilities	South Municipal Facility (Components 2) - Construction	5	33,400,000				33,400,000
Public Facilities	Fire Training Center - Pre-Design & Design	5	350,000		350,000		
Public Facilities	South Regional Wastewater Treatment Plant - Pre-Design	1	500,000		500,000		
Public Facilities	Fire Hall #6 - Design	1	520,000		520,000		
Public Facilities	Saprae Creek Fire Hall Expansion - Design	3	200,000		200,000		
Public Facilities	North Municipal Facility - Pre-Design	5	350,000		350,000		
Public Facilities	North Snow Storage Facilities - Design	5	800,000		800,000		
Public Facilities	Airport Capital Grant	5	6,250,000		6,250,000		
Public Facilities	Portable Generator for Environmental Facilities	5	1,700,000		1,700,000		
Public Facilities	Light Equipment Additions 2013	5	100,000		100,000		
Public Facilities	Heavy Equipment Additions 2013	5	1,500,000		1,500,000		
Public Facilities	Data Warehouse	5	200,000		200,000		
Public Facilities	Enterprise Resource Planning Solution Phase 2	5	2,200,000		2,200,000		
Public Facilities	Land Acquisition 2012-2014	5	65,480,000		65,480,000		
Public Facilities	E-Permitting Phases 2 & 3	5	500,000		500,000		
Public Facilities	Dangerous Goods Trailer	5	500,000		500,000		
Public Facilities	Rural Water & Sewer Servicing - Pre-Design & Design	2,3,4	2,600,000		2,600,000		
Recreation & Culture	Greely Road Community Park Upgrades	1	100,000		100,000		
Recreation & Culture	St. Paul's/Thickwood Community Park Upgrades	1	200,000		200,000		
Recreation & Culture	North Timberlea Perimeter Trail Upgrade	1	1,600,000		1,600,000		
Recreation & Culture	Urban & Rural Cemetery Development - Construction	5	3,000,000		3,000,000		
Recreation & Culture	Father Beauregard/Ecole Boreal Community Park Upgrades - Design	1	160,000		160,000		
Recreation & Culture	Birchwood Trail Network Expansion - Construction	1	2,000,000		2,000,000		
Recreation & Culture	Fort Chipewyan Swimming Pool - Construction	2	6,000,000		6,000,000		
Recreation & Culture	Conklin Community Centre - Construction	4	7,000,000		7,000,000		
Recreation & Culture	Anzac Multi-Use Leisure Facility and Community Park	4	22,800,000		22,800,000		
Recreation & Culture	Rural Community Placemaking - Anzac	4	140,000		140,000		
Recreation & Culture	Rural Community Placemaking - Conklin	4	140,000		140,000		
Recreation & Culture	Rural Community Placemaking - Janvier	4	140,000		140,000		
Recreation & Culture	Thickwood Heights/Timberlea - Multiuse Facility - Construction	5	25,000,000		25,000,000		
Recreation & Culture	Off-Highway Vehicle Staging Areas and Trails 2013	5	100,000		100,000		
Recreation & Culture	Trail Connectors - Wood Buffalo - Dickensfield - STAP	5	750,000		750,000		
Recreation & Culture	Birchwood Trail Network Expansion - Design	1	150,000		150,000		
Recreation & Culture	Real Martin Drive Park - Pre-Design & Design	1	300,000		300,000		
Recreation & Culture	Syncrude Athletic Park Expansion - Design	1	900,000		900,000		
Recreation & Culture	Anzac Multi-Use Leisure Facility - Furniture, Fixtures & Equipment	4	250,000		250,000		
Recreation & Culture	Heritage Park Redevelopment 2013 - Capital Grant	5	2,000,000		2,000,000		
Transportation	Franklin Avenue Revitalization - Construction	1	15,000,000		15,000,000		
Transportation	Fort Chipewyan Quarry Road Widening 2013-2015	2	150,000		150,000		
Transportation	Fort Chipewyan Winter Road Improvements 2013	2	150,000		150,000		

Regional Municipality of Wood Buffalo

2013 - 2017 Capital Plan

Attachment 4 - December 13, 2011

Major Category	Project Name	Location/ Ward	Total Annual Cost	Grants	Reserve	Offsite Levies	Debenture Financing
	First year of a multiple year project	1-4 - Ward					
	Other than first year of a multiple year project	5 - Regional (municipality-wide)					
	Single year project						
Transportation	Fort Chipewyan Richardson River Bridge Replacement - Construction	2	2,200,000	1,175,000	1,025,000		
Transportation	Fort Chipewyan Winter Road Bridges Replacement - Construction	2	2,500,000		2,500,000		
Transportation	Fort Chipewyan Firebag Replacement - Construction	2	3,500,000	3,500,000			
Transportation	Fort MacKay Bridge Replacement	2	3,000,000				3,000,000
Transportation	Christina River Bridge Replacement - Construction	4	1,300,000		1,300,000		
Transportation	West Airport Boundary Road	5	3,600,000		3,600,000		
Transportation	Hwy 63 North Extension Surface Improvement	5	300,000		300,000		
Transportation	Rural Road Rehabilitation 2013	5	500,000		500,000		
Transportation	Draper Road Upgrading - Design	3	250,000		250,000		
Transportation	Transit Bus Replacements 2012 - 2014	1	1,350,000	1,350,000			
Transportation	Transit Bus Shelter Replacements & Additions 2011-2013	1	6,538,560	1,100,000	5,438,560		
Transportation	Lower Townsite West Loop Road - Prairie Loop Boulevard	1	5,000,000				5,000,000
Transportation	Transit Bus Additions 2012 - 2014	1	1,350,000	375,000	975,000		
Total 2013 Projects			388,023,560	30,500,000	303,423,560		54,100,000

2014 Capital Plan - Unfunded

Public Facilities	Beacon Hill Water Supply Upgrade - Construction	1	2,000,000		2,000,000		
Public Facilities	Beacon Hill Outfall and Pipeline Upgrades - Construction	1	3,000,000		3,000,000		
Public Facilities	Abasand Heights Pumphouse Upgrade - Construction	1	4,000,000		4,000,000		
Public Facilities	Urban Infrastructure Rehabilitation 2014 - 2016	1	15,000,000		15,000,000		
Public Facilities	Fort MacKay Firehall - Construction	2	1,000,000		1,000,000		
Public Facilities	Janvier PLC Upgrade	4	900,000		900,000		
Public Facilities	Janvier Sewage Lagoon Upgrade - Construction	4	4,000,000		4,000,000		
Public Facilities	Conklin Waste Water Treatment Upgrade - Construction	4	5,000,000	500,000			
Public Facilities	Anzac Fire Hall - Construction	4	2,000,000		2,000,000		
Public Facilities	South East 881 Water Supply Line - Construction	5	9,000,000	9,000,000			
Public Facilities	WWTP Process Capacity Improvements - Construction	5	10,000,000		10,000,000		
Public Facilities	Architectural Upgrades Owned-Leased 2014-2016	5	1,500,000		1,500,000		
Public Facilities	Tourist Sewage Dump Stations - Construction	5	1,000,000		1,000,000		
Public Facilities	Snow Storage Facilities - Design & Construction	5	5,000,000		5,000,000		
Public Facilities	WWTP Process Capacity Improvements- Design	5	750,000		750,000		
Public Facilities	Light Equipment Replacements 2013	5	805,000		805,000		
Public Facilities	Heavy Equipment Replacements 2013	5	828,800		828,800		
Public Facilities	Light Equipment Replacements 2014	5	1,100,000		1,100,000		
Public Facilities	Heavy Equipment Replacements 2014	5	3,000,000		3,000,000		
Public Facilities	Plotter & Scanner Replacements 2014-2016	5	50,000		50,000		
Public Facilities	Remedy Replacement	5	200,000		200,000		

Regional Municipality of Wood Buffalo

2013 - 2017 Capital Plan

Attachment 4 - December 13, 2011

Major Category	Project Name	Location/ Ward	Total Annual Cost	Grants	Reserve	Offsite Levies	Debenture Financing
	First year of a multiple year project	1-4 - Ward					
	Other than first year of a multiple year project	5 - Regional (municipality-wide)					
	Single year project						
Public Facilities	VOIP Upgrades / Replacements	5	750,000		750,000		
Public Facilities	Technology Infrastructure Upgrades 2014	5	1,000,000		1,000,000		
Public Facilities	Electronic Information Management System Upgrades	5	1,200,000		1,200,000		
Public Facilities	Southwest Water Supply Line - Design & Construction	1	30,450,000		30,450,000		
Public Facilities	Fire Hall #6 (Construction) & Equipment (Parsons Creek)	1	4,000,000		4,000,000		
Public Facilities	Fort MacKay WTP 3-Phase	2	900,000		900,000		
Public Facilities	Fort MacKay Intake and Raw Water Reservoir - Construction	2	9,000,000	9,000,000			
Public Facilities	Saprae Creek Fire Hall Expansion - Construction	3	750,000		750,000		
Public Facilities	Communication Links - Construction	5	500,000		500,000		
Public Facilities	Airport Sewage Lagoon - Decommissioning/Reclamation	5	3,100,000		3,100,000		
Public Facilities	Landfill Gas Management System - Construction	5	6,000,000		6,000,000		
Public Facilities	Mackenzie Lift Station Diversion & Mackenzie Blvd Sewer Upgrade - Construction	5	7,500,000		7,500,000		
Public Facilities	South Municipal Facility (Components 2) - Construction	5	33,700,000				33,700,000
Public Facilities	Civic Centre - Construction	5	73,750,000				73,750,000
Public Facilities	Fire Training Center - Pre-Design & Design	5	600,000		600,000		
Public Facilities	Fire Hall #7 - Design	1	520,000		520,000		
Public Facilities	Fire Hall #6 - Design	1	600,000		600,000		
Public Facilities	North Municipal Facility - Pre-Design	5	1,050,000		1,050,000		
Public Facilities	Airport Capital Grant	5	6,250,000		6,250,000		
Public Facilities	Light Equipment Additions 2013	5	100,000		100,000		
Public Facilities	Light Equipment Additions 2014	5	100,000		100,000		
Public Facilities	Heavy Equipment Additions 2013	5	1,220,000		1,220,000		
Public Facilities	Heavy Equipment Additions 2014	5	3,000,000		3,000,000		
Public Facilities	Land Acquisition 2012-2014	5	36,000,000		36,000,000		
Public Facilities	North Snow Storage Facilities - Construction	5	5,000,000		5,000,000		
Public Facilities	Rural Water & Sewer Servicing - Pre-Design & Design	2,3,4	9,900,000		9,900,000		
Public Facilities	Rural Water & Sewer Servicing - Construction	2,3,4	13,500,000	6,750,000	6,750,000		
Recreation & Culture	Greely Road Community Park Upgrades	1	1,400,000		1,400,000		
Recreation & Culture	Father Beauregard/Ecole Boreal Community Park Upgrades - Construction	1	1,600,000		1,600,000		
Recreation & Culture	St. Paul's/Thickwood Community Park Upgrades	1	2,300,000		2,300,000		
Recreation & Culture	Syncrude Athletic Park Expansion - Construction	1	4,000,000		4,000,000		
Recreation & Culture	Real Martin Drive Park - Construction	1	1,500,000		1,500,000		
Recreation & Culture	Birchwood Trail Network Expansion - Construction	1	2,000,000		2,000,000		
Recreation & Culture	Fort Chipewyan Swimming Pool - Construction	2	7,000,000		7,000,000		
Recreation & Culture	Rural Community Placemaking - Fort MacKay	2	140,000		140,000		
Recreation & Culture	Conklin Community Centre - Construction	4	3,000,000		3,000,000		
Recreation & Culture	Rural Community Placemaking - Anzac	4	1,400,000		1,400,000		
Recreation & Culture	Rural Community Placemaking - Conklin	4	1,400,000		1,400,000		

Regional Municipality of Wood Buffalo

2013 - 2017 Capital Plan

Attachment 4 - December 13, 2011

Major Category	Project Name	Location/ Ward	Total Annual Cost	Grants	Reserve	Offsite Levies	Debenture Financing
	First year of a multiple year project	1-4 - Ward					
	Other than first year of a multiple year project	5 - Regional (municipality-wide)					
	Single year project						
Recreation & Culture	Rural Community Placemaking - Janvier	4	1,400,000		1,400,000		
Recreation & Culture	Thickwood Heights/Timberlea - Multiuse Facility - Construction	5	25,000,000		25,000,000		
Recreation & Culture	Off-Highway Vehicle Staging Areas and Trails 2014	5	100,000		100,000		
Recreation & Culture	Off-Highway Vehicle Staging Areas and Trails 2013	5	1,100,000		1,100,000		
Recreation & Culture	Anzac Multi-Use Leisure Facility - Furniture, Fixtures & Equipment	4	750,000		750,000		
Transportation	Traffic Signal Rehabilitation 2014	1	200,000		200,000		
Transportation	Fort Chipewyan Quarry Road Widening 2013-2015	2	150,000		150,000		
Transportation	Fort Chipewyan Winter Road Improvements 2013	2	150,000		150,000		
Transportation	Fort Chipewyan Richardson River Bridge Replacement - Constructor	2	2,100,000	2,100,000			
Transportation	Fort Chipewyan Winter Road Bridges Replacement - Construction	2	2,500,000		2,500,000		
Transportation	Draper Road Upgrading - Construction	3	4,000,000		4,000,000		
Transportation	Christina River Bridge Replacement - Construction	4	1,000,000		1,000,000		
Transportation	Rural Road Rehabilitation 2014	5	500,000	-	500,000		
Transportation	Hwy 63 North Extension Surface Improvement	5	800,000		800,000		
Transportation	Rural Road Rehabilitation 2013	5	1,500,000		1,500,000		
Transportation	Draper Road Upgrading - Design	3	250,000		250,000		
Transportation	Transit Bus Shelter Replacements & Additions 2014-2016	1	540,000		540,000		
Transportation	Transit Bus Replacements 2012 - 2014	1	900,000	900,000			
Transportation	Lower Townsite West Loop Road - Prairie Loop Boulevard	1	2,000,000				2,000,000
Transportation	Transit Bus Additions 2012 - 2014	1	900,000	900,000			
Total 2014 Projects			392,153,800	33,650,000	249,053,800		109,450,000

2015 Capital Plan - Unfunded

Public Facilities	Abasand Heights Pumphouse Upgrade - Construction	1	4,000,000				
Public Facilities	Urban Infrastructure Rehabilitation 2014 - 2016	1	15,000,000				
Public Facilities	Fort MacKay Firehall - Construction	2	2,000,000				
Public Facilities	Janvier Sewage Lagoon Upgrade - Construction	4	4,000,000				
Public Facilities	Anzac Fire Hall - Construction	4	943,000				
Public Facilities	South East 881 Water Supply Line - Construction	5	9,000,000				
Public Facilities	WWTP Process Capacity Improvements - Construction	5	15,000,000				
Public Facilities	Architectural Upgrades Owned-Leased 2014-2016	5	1,500,000				
Public Facilities	Tourist Sewage Dump Stations - Construction	5	2,000,000				
Public Facilities	Replacement Rescue	1	400,000				
Public Facilities	Fort MacKay Water Tanker	2	400,000				
Public Facilities	Municipal Float	5	75,000				
Public Facilities	Heavy Equipment Replacements 2015	5	320,000				

Regional Municipality of Wood Buffalo

2013 - 2017 Capital Plan

Attachment 4 - December 13, 2011

Major Category	Project Name	Location/ Ward	Total Annual Cost	Grants	Reserve	Offsite Levies	Debenture Financing
	First year of a multiple year project	1-4 - Ward					
	Other than first year of a multiple year project	5 - Regional (municipality-wide)					
	Single year project						
Public Facilities	Light Equipment Replacements 2015	5	400,000				
Public Facilities	Light Equipment Replacements 2014	5	490,000				
Public Facilities	Heavy Equipment Replacements 2014	5	3,276,400				
Public Facilities	Plotter & Scanner Replacements 2014-2016	5	50,000				
Public Facilities	Server Replacements 2015-2017	5	90,000				
Public Facilities	Meeting Rooms Technology	5	100,000				
Public Facilities	VOIP Upgrades / Replacements	5	750,000				
Public Facilities	Technology Infrastructure Upgrades 2015	5	1,000,000				
Public Facilities	Fire Hall #7 (Construction) & Equipment (Saline Creek or Horse & Hanginstone)	1	4,000,000				
Public Facilities	Fire Hall #6 (Construction) & Equipment (Parsons Creek)	1	5,000,000				
Public Facilities	Fort MacKay WTP 3-Phase	2	600,000				
Public Facilities	Fort MacKay Intake and Raw Water Reservoir - Construction	2	12,000,000				
Public Facilities	Saprae Creek Fire Hall Expansion - Construction	3	750,000				
Public Facilities	Communication Links - Construction	5	1,000,000				
Public Facilities	Landfill Gas Management System - Construction	5	2,070,000				
Public Facilities	Mackenzie Lift Station Diversion & Mackenzie Blvd Sewer Upgrade - Construction	5	7,000,000				
Public Facilities	Southwest Water Supply Line - Design & Construction	5	26,500,000				
Public Facilities	South Municipal Facility (Components 2) - Construction	5	27,100,000				
Public Facilities	Civic Centre - Construction	5	72,750,000				
Public Facilities	Fire Training Center - Construction	5	3,000,000				
Public Facilities	Fire Hall #7 - Design	1	600,000				
Public Facilities	North Municipal Facility - Design	5	7,500,000				
Public Facilities	Light Equipment Additions 2014	5	100,000				
Public Facilities	Light Equipment Additions 2015	5	200,000				
Public Facilities	Heavy Equipment Additions 2014	5	3,035,000				
Public Facilities	North Snow Storage Facilities - Construction	5	7,500,000				
Public Facilities	Rural Water & Sewer Servicing - Construction	2,3,4	23,500,000				
Recreation & Culture	Syncrude Athletic Park Expansion - Construction	1	5,000,000				
Recreation & Culture	Birchwood Trail Network Expansion - Construction	1	1,125,000				
Recreation & Culture	Real Martin Drive Park - Construction	1	2,500,000				
Recreation & Culture	Rural Community Placemaking - Fort MacKay	2	1,400,000				
Recreation & Culture	Thickwood Heights/Timberlea - Multiuse Facility - Construction	5	20,000,000				
Recreation & Culture	Off-Highway Vehicle Staging Areas and Trails 2014	5	1,100,000				
Recreation & Culture	Parsons Creek Multi-Use Facility - Pre-Design	1	500,000				
Transportation	Traffic Signal Rehabilitation 2014	1	300,000				
Transportation	Fort Chipewyan Quarry Road Widening 2013-2015	2	150,000				
Transportation	Fort Chipewyan Winter Road Improvements 2015	2	150,000				
Transportation	Draper Road Upgrading - Construction	3	5,000,000				

Regional Municipality of Wood Buffalo

2013 - 2017 Capital Plan

Attachment 4 - December 13, 2011

Major Category	Project Name	Location/ Ward	Total Annual Cost	Grants	Reserve	Offsite Levies	Debenture Financing
	First year of a multiple year project	1-4 - Ward					
	Other than first year of a multiple year project	5 - Regional (municipality-wide)					
	Single year project						
Transportation	Rural Road Rehabilitation 2015	5	500,000				
Transportation	Rural Road Rehabilitation 2014	5	1,500,000				
Transportation	Transit Bus Shelter Replacements & Additions 2014-2016	1	540,000				
Transportation	Transit Bus Replacements 2015 - 2017	1	1,350,000				
Transportation	Lower Townsite West Loop Road - Prairie Loop Boulevard	1	700,000				
Transportation	Transit Bus Additions 2015 - 2017	1	900,000				

Total 2015 Projects

307,714,400

2016 Capital Plan - Unfunded

Public Facilities	Urban Infrastructure Rehabilitation 2014 - 2016	1	15,000,000				
Public Facilities	Anzac Fire Hall - Construction	4	487,000				
Public Facilities	WWTP Process Capacity Improvements - Construction	5	20,000,000				
Public Facilities	Architectural Upgrades Owned-Leased 2014-2016	5	1,500,000				
Public Facilities	RCMP Station Expansion	5	200,000				
Public Facilities	Athabasca Water Treatment Plant Expansion Phase II - Pre-Design & Design	5	2,000,000				
Public Facilities	Heavy Equipment Replacements 2015	5	200,000				
Public Facilities	Light Equipment Replacements 2015	5	270,800				
Public Facilities	Light Equipment Replacements 2016	5	350,000				
Public Facilities	Plotter & Scanner Replacements 2014-2016	5	50,000				
Public Facilities	Server Replacements 2015-2017	5	90,000				
Public Facilities	Technology Infrastructure Upgrades 2016	5	1,000,000				
Public Facilities	Emergency Communication Technology Upgrades	5	200,000				
Public Facilities	Southwest Water Supply Line - Design & Construction	1	21,000,000				
Public Facilities	Fire Hall #7 (Construction) & Equipment (Saline Creek or Horse & Hanginstone)	1	5,000,000				
Public Facilities	Communication Links - Construction	5	500,000				
Public Facilities	South Municipal Facility (Components 2) - Construction	5	22,200,000				
Public Facilities	North Municipal Facility - Construction	5	26,500,000				
Public Facilities	Civic Centre - Construction	5	65,000,000				
Public Facilities	Fire Training Center - Construction	5	3,000,000				
Public Facilities	North Municipal Facility - Design	5	7,500,000				
Public Facilities	Light Equipment Additions 2016	5	100,000				
Public Facilities	Rural Water & Sewer Servicing - Construction	2,3,4	34,000,000				
Recreation & Culture	Parsons Creek Multi-Use Facility - Construction	1	35,000,000				
Recreation & Culture	Thickwood Heights/Timberlea - Multiuse Facility - Construction	5	20,000,000				
Transportation	Traffic Signal Rehabilitation 2016	1	200,000				

Regional Municipality of Wood Buffalo

2013 - 2017 Capital Plan

Attachment 4 - December 13, 2011

Major Category	Project Name	Location/ Ward	Total Annual Cost	Grants	Reserve	Offsite Levies	Debenture Financing
	First year of a multiple year project	1-4 - Ward					
	Other than first year of a multiple year project	5 - Regional (municipality-wide)					
	Single year project						
Transportation	Fort Chipewyan Winter Road Improvements 2015	2	150,000				
Transportation	Draper Road Upgrading - Construction	3	5,000,000				
Transportation	Rural Road Rehabilitation 2016	5	500,000				
Transportation	Rural Road Rehabilitation 2015	5	1,500,000				
Transportation	Transit Bus Shelter Replacements & Additions 2014-2016	1	540,000				
Transportation	Transit Bus Replacements 2015 - 2017	1	1,350,000				
Transportation	Transit Transfer Stations	1	5,000,000				
Transportation	Transit Bus Additions 2015 - 2017	1	900,000				
Total 2016 Projects			296,287,800				

2017 Capital Plan - Unfunded

Public Facilities	Upgrade Pressure Reducing Valves	1	1,000,000				
Public Facilities	Urban Infrastructure Rehabilitation 2017 - 2019	1	20,000,000				
Public Facilities	Athabasca Water Treatment Plant Expansion Phase II - Construction	5	12,000,000				
Public Facilities	WWTP Process Capacity Improvements - Construction	5	15,000,000				
Public Facilities	Architectural Upgrades Owned-Leased 2017-2019	5	1,500,000				
Public Facilities	RCMP Station Expansion	5	1,000,000				
Public Facilities	Light Equipment Replacements 2016	5	150,000				
Public Facilities	Plotter & Scanner Replacements 2017-2019	5	50,000				
Public Facilities	Server Replacements 2015-2017	5	90,000				
Public Facilities	Emergency Communication Technology Upgrades	5	1,000,000				
Public Facilities	Southwest Water Supply Line - Design & Construction	1	17,000,000				
Public Facilities	Garage & Wash Pad	1	500,000				
Public Facilities	North Municipal Facility - Construction	5	33,400,000				
Public Facilities	Civic Centre - Construction	5	53,500,000				
Public Facilities	Fire Training Center - Construction	5	3,000,000				
Public Facilities	Waste Water Treatment Plant Expansion - Design	5	4,000,000				
Public Facilities	Light Equipment Additions 2016	5	100,000				
Public Facilities	Light Equipment Additions 2017	5	100,000				
Public Facilities	Rural Water & Sewer Servicing - Construction	2,3,4	34,000,000				
Recreation & Culture	Parsons Creek Multi-Use Facility - Construction	1	105,000,000				
Transportation	Traffic Signal Rehabilitation 2016	1	300,000				
Transportation	Draper Road Upgrading - Construction	3	6,900,000				
Transportation	Rural Road Rehabilitation 2017	5	500,000				
Transportation	Rural Road Rehabilitation 2016	5	1,500,000				
Transportation	Transit Bus Shelter Replacements & Additions 2017-2019	1	540,000				
Transportation	Transit Bus Replacements 2015 - 2017	1	1,350,000				

Regional Municipality of Wood Buffalo

2013 - 2017 Capital Plan

Attachment 4 - December 13, 2011

Major Category	Project Name	Location/ Ward	Total Annual Cost	Grants	Reserve	Offsite Levies	Debenture Financing
	First year of a multiple year project	1-4 - Ward					
	Other than first year of a multiple year project	5 - Regional (municipality-wide)					
	Single year project						
Transportation	Transit Transfer Stations	1	8,000,000				
Transportation	Transit Bus Additions 2015 - 2017	1	900,000				
Total 2017 Projects			322,380,000				

Subject: Bylaw No. 11/029 – Closure of Undeveloped Government Road Allowances**APPROVALS:**

Glen Laubenstein, Chief Administrative Officer
Kelly Kloss, Divisional Manager
Marcel Ulliach, Director

Administrative Recommendation:

THAT Bylaw No. 11/029 being a bylaw to close a government road allowance, be read a second time.

THAT Bylaw No. 11/029 be read a third and final time

Summary:

Based on an administrative review of the land base on which the Fort McMurray Water Treatment Plant and Reservoir is built, it was discovered that the undeveloped government road allowances were not closed and consolidated with the adjoining lands at the time of construction.

Background:

The Engineering Services Department has requested that undeveloped government road allowances located within Range 9 and Township 89 (see attachment 2) be closed. During the review of the development permit application for the water treatment plant expansion and upgrade, a road allowance was identified as underlying the existing water treatment plant and raw water ponds. The Water Treatment Plant was built in the late 1980s, however, a survey plan was not prepared to identify the legal description of the development site, therefore the undeveloped road allowances were not identified and a road allowance closure was not initiated.

In accordance with the *Municipal Government Act*, closure of a road that is under the direction, management and control of a municipality may be done by bylaw.

The bylaw has been reviewed by the Land Titles Office to ensure the accuracy of legal descriptions. The closed road allowances will be consolidated with the adjoining municipally owned River Lot 36, Plan Extension of McMurray Settlement Plan.

According to *Municipal Government Act*, the road closure will be advertised and a public hearing will be held at a future date.

Rationale for Recommendation:

Administration supports closure of undeveloped government road allowances located within Range 9 and Township 89 as it will establish a proper land base on which the existing water treatment and reservoir is located and it will facilitate development of the water treatment plant expansion and upgrade. Closure and consolidation of the road allowances with the adjacent land base as one parcel will also satisfy the development condition that must be met in order to issue the final development completion certificate.

Attachments:

1. Road Closure Bylaw No. 11/029
2. Subject Area Map

BYLAW NO. 11/029

BEING A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO FOR THE PURPOSE OF CLOSING AND CREATING TITLE TO UNDEVELOPED GOVERNMENT ROAD ALLOWANCES

WHEREAS application has been made to the Council of the Regional Municipality of Wood Buffalo to close an undeveloped government road allowance pursuant to the requirements of section 22 of the Municipal Government Act, RSA 2000, c.M-26, as amended;

WHEREAS the Council of the Regional Municipality of Wood Buffalo deems it expedient to provide for the purpose of closing certain roads, or portions thereof, situated in the said municipality, and thereafter disposing of same;

WHEREAS, notice of the intention of Council to pass a bylaw has been given in accordance with Section 606 of the Municipal Government Act; and

WHEREAS, Council was not petitioned for an opportunity to be heard by any person claiming to be prejudicially affected by the bylaw,

NOW THEREFORE BE IT RESOLVED that the Council of the Regional Municipality of Wood Buffalo in the Province of Alberta hereby enact as follows:

1. The following described road allowance is hereby closed for the purpose of creating title subject to the right of access granted by other legislation:

FORT MCMURRAY SETTLEMENT
ALL THAT PORTION OF THE ORIGINAL ROAD ALLOWANCE
LYING SOUTH OF THE PRODUCTION SOUTH EASTERLY OF THE NORTH
EAST LIMIT OF RIVER LOT 36 AND NORTH AND EAST OF THE PRODUCTION
ACROSS SAID ROAD ALLOWANCE OF THE EASTERLY LIMIT OF
ROAD PLAN 012 4139
(AS SHOWN ON ATTACHMENT 2)
EXCEPTING THEREOUT ALL MINES AND MINERALS

2. This Bylaw shall become effective when it has received third and final reading and has been signed by the Mayor and Chief Legislative Officer.

READ a first time this 22nd day of November, 2011.

READ a second time this _____ day of _____, 2011.

READ a third and final time this _____ day of _____, 2011.

SIGNED and PASSED this _____ day of _____, 2011.

Mayor

Chief Legislative Officer



WATER TREATMENT PLANT ROAD ALLOWANCE CLOSURE

Subject: Investigation of a Municipal Controlled Corporate Utility Model for Environmental Services**APPROVALS:**

Glen Laubenstein, Chief Administrative Officer
Wes Holodniuk, Divisional Manager
Kevin Scoble, Director

Administrative Recommendation(s):

THAT Administration investigate the feasibility of delivering utility services, including water, wastewater, and solid waste through a municipal controlled corporate utility by comparing its advantages and disadvantages to the existing municipal department model, and how the model would meet the requirements of the Municipal Development Plan and the Implementing Sustainability Strategic Plan; and

THAT Administration be instructed to work with appropriate municipal staff (including representation from CUPE), provincial/federal authorities and appropriate external stakeholders; and

THAT Administration provide recommendations to Council in the spring of 2012, including a business case for the recommended future Environmental Services' operating model.

Summary:

Environmental Services recommends the investigation of an alternative business model to promote the development of green initiatives, demonstrate leadership in climate change adaptation and mitigation, and increase economic development attraction and retention.

Background:

The creation of an MCU model has the potential to enable Environmental Services to successfully achieve its mandates in the Municipal Development Plan, and to successfully deliver on the aspects of the Strategic Plan for which it is accountable. This potential merits further investigation of an MCU model as a long-term business model for Environmental Services to incorporate sustainability into its operations.

In 2006 the "Strategic Options Assessment for Environmental Service Delivery" study was completed by a consultant for the Municipality. This study evaluated the status quo municipal department operation, a municipal corporation, and a regional service commission and recommended further exploration of a municipal corporation for provision of service. Following through on this study, Environmental Services committed to further investigation of a municipal

corporation in its 2011 Business Plan. Administration is undertaking this study consistent with its Business Plan commitment.

As part of the investigation, Administration will develop a business case that evaluates the advantages and disadvantages of the MCU model, relative to the existing municipal department model and the requirements of the Municipal Development Plan and its supporting Strategic Plan.

Alternatives:

1. To continue with the existing municipal department model service provision, operating at a deficit with utility rates subsidized by municipal taxes.
2. To further investigate the feasibility of a regional service commission although it was not recommended in the 2006 Strategic Options Assessment for Environmental Service Delivery study.

Budget/Financial Implications:

Sufficient funds for professional services to assist Administration in development of the study have been allocated in Environmental Services 2011 approved budget and its 2012 proposed financial plan.

Rationale for Recommendation(s):

The Municipal Development Plan, approved by Council on October 25, 2011, sets clear direction for sustainability in the region, summarized as "... find balance in our economic, environmental, cultural and social systems and to live within their natural limits...". The evaluation of the MCU model will be based on these sustainability principles, as well as a regional collaborative/partnership strategy, and anticipating the requirements to be successful in the emerging green economy.

The Implementing Sustainability Strategic Plan supports the Municipal Development Plan by identifying key priorities. Environmental Services is accountable for achieving key aspects of three priorities; namely, promote the development of green initiatives, demonstrate leadership in climate change adaptation and mitigation, and increase economic development attraction and retention. These key aspects may be better achieved by an alternative business model, such as a utility model, rather than by the existing municipal department model.

Administration will evaluate the following MCU model opportunities while considering the parameters stipulated in approved municipal plans:

- Generation potential for new sustainable income from the provision of services to regional customers through innovative service agreements and partnerships;
- Opportunity for local economic diversification and new employment opportunities with the startup of local businesses that are complementary to the growth of existing core Environmental Services' operations;

- Implementation of green practices and operations on a regional basis, and the resultant potential for positive impact on climate change, waste diversion, efficient use of renewable energy, water conservation and water quality;
- Potential for regional economic benefit with future opportunities to export knowledge and services outside of the Municipality;
- Opportunity for partnerships with regional educational institutions that contribute to their sustainability through enhancing educational offerings and facilities, research and development, and knowledge export opportunities;
- Potential provision of value-added benefits with no increase in costs for residential services through greater efficiency and economy of scale with an integrated region-wide service model; and
- Provision of potential new sustainable skill set development and career opportunities for staff to maximize recruitment and retention efforts.



Investigation of a Municipal Controlled Corporate Utility Model for Environmental Services

December 13, 2011

Background

- A Municipal Controlled Corporate Utility (MCU) has the potential to enable Environmental Services to successfully achieve its MDP and Strategic Plan mandates
- 2006 Strategic Options Assessment for Environmental Service Delivery recommended further exploration of a municipal corporation
- Environmental Services is following through on this recommendation with funds allocated in the 2011 approved budget and 2012 proposed financial plan

Potential MCU Opportunities

- Implementation of green practices and operations on a regional basis with resultant potential for positive impact on climate change, waste diversion, renewable energy, water conservation and water quality
- Generation of new sustainable income through innovative service agreements and partnerships
- Local economic diversification and employment opportunities
- Provision of value-added benefits with no increase in costs for residential services

Opportunities continued

- Opportunity for partnerships with regional educational institutions
- New sustainable skill set development and career opportunities for staff to maximize recruitment and retention efforts

Recommendations

- That Administration investigate the feasibility of delivering utility services, including water, wastewater, and solid waste, through a municipal controlled corporate utility
- That Administration be instructed to work with appropriate municipal staff (including representation from CUPE), provincial/federal authorities and appropriate external stakeholders
- That Administration provide recommendations to Council in the spring of 2012 including a business case for the recommended operating model

Subject: Fort Chipewyan Residential Land Strategy**APPROVALS:**

Glen Laubenstein, Chief Administrative Officer
Kelly Kloss, Divisional Manager
Marcel Ulliach, Director

Administrative Recommendation(s):

THAT the Regional Municipality of Wood Buffalo pursue the acquisition of vacant residential lots in the Hamlet of Fort Chipewyan in order to create an inventory of lots to be disposed of under a municipal residential lot disposition program;

THAT Administration examine the feasibility of developing large (partially serviced) single family Hamlet Residential lots on Municipality owned land near “Little Lake” and the abandoned “Yanik Airstrip” land and report back to Council by November 2012 .

Summary:

The Municipality has undertaken the exploration of options to expand the number of residential lots available in the Hamlet of Fort Chipewyan (Attachment 1: Residential Land Strategy).

Various options were reviewed including the development of new serviced and partially serviced residential subdivisions as well as facilitating the sale of existing vacant residential lots. The cost of developing new serviced and or partially serviced subdivisions are not financially feasible options given the housing market conditions in the Hamlet of Fort Chipewyan. However, there is merit for the Municipality to facilitate the sale of existing vacant lots.

Background:

Since September 2010 the Land Administration Department has undertaken and completed a detailed examination of the residential lot market in the Hamlet of Fort Chipewyan. This investigation included a market study, a land use planning analysis of developable land, and costing of potential development concepts and the financial analysis of these development concepts.

The investigation focused on three potential development concepts.

Concept One: 50 residential lots, fully serviced with water, sewer and wastewater collection systems

Concept Two: 18 residential lots serviced with water and sanitary truck haul systems

Concept Three: 10 residential lots serviced with water and sanitary truck haul systems

The following Table summarizes the estimated expenditures and revenues associated with each development concept.

Table #1
Summary
Potential Fort Chipewyan Residential Lot Development
Estimated Revenues and Expenditures

	<i>Concept One 50 Fully Serviced Residential Lots</i>	<i>Concept Two 18 Residential Lots with On-site Services</i>	<i>Concept Three 10 Large Residential Lots with On-site Services</i>
Construction Expenditures	(\$13,900,000)*	(\$4,800,000)*	(\$4,600,000)*
Soft/Other Expenditures	(\$3,370,000)	(\$1,200,000)	(\$1,100,000)
Total Expenditures	(\$17,270,000)	(\$6,000,000)	(\$5,700,000)
Less Total Estimated Sales Revenue	\$1,500,000	\$585,000	\$350,000
Total Estimated Loss	(\$15,770,000)	(\$5,415,000)	(\$5,350,000)
Projected Loss Per Lot	\$315,400	\$300,833	535,000

*See attachment 2

It is acknowledged that these estimates are “order of magnitude”, however; they are sufficient enough upon which to reach a conclusion.

Because the noted residential development scenarios are not deemed to be feasible at this time, the Land Administration Department is proposing a different course of action.

The residential market analysis that was under taken as part of this investigation revealed that there are a number of vacant, serviced, and undeveloped residential lots in the Hamlet. For reasons unknown to the Municipality those lots are not actively marketed. While some of these lots may not be available to potential purchasers some indeed could be. Therefore, the Municipality should canvass the owners, and purchase some of the available lots with the objective of creating an inventory of lots to be sold to residents who want to remain or settle in the community. Those lots that are acquired by the Municipality could be disposed of under a Municipal Residential Lot Disposition Program.

Further, considering the possibility that Municipal land located beyond the core residential area may be more economical to develop (versus the lands that have been investigated), Administration should be directed to examine the feasibility of developing larger, partially serviced single family residential lots on municipally owned land located near “Little Lake” (Attachment 3: Subject Area Map) and the area that forms part of the abandoned “Yanik Airstrip” (Attachment 4: Subject Area Map) and report back to Council on its findings.

Alternatives:

1. That the Municipality simply serve as an information broker and provide the inventory of potential vacant residential lots available for purchase to potential purchasers.
2. That the Municipality undertake the development of 18 larger Hamlet Residential, partially serviced lots as described in Attachment 2 and that a plan for implementation be submitted for consideration.
3. That the Municipality undertake the development of 50 fully serviced Hamlet Residential Lots as described in Attachment 2 and that a plan for implementation be submitted for consideration.

Budget/Financial Implications:

In order to position the Municipality for the acquisition of existing vacant residential lots and establish a reasonable inventory of disposable lots, \$500,000 has been included in the proposed 2012 Capital Budget for land acquisitions.

Rationale for Recommendation(s):

It is more economical for the Municipality to purchase vacant residential lots for re-sale than undertake the development of fully serviced or partially serviced Hamlet residential lots at this time.

The purchase and re-sale of vacant residential lots through a Municipal Residential Lot Disposition Program would provide for the in-filling and development of the existing core Hamlet residential areas.

Due to the high costs and potential losses associated with the development of fully or partially serviced lots on the lands selected for this investigation, it may prove worthwhile to investigate other areas such as “Little Lake” and the “Yanik Airstrip” in order to assess the viability of developing other areas within the Hamlet boundary which are removed from the core Hamlet residential area. This follow up investigation will determine the economic feasibility of expanding the residential area away from the core of the community.

Attachments:

1. Residential Land Strategy
2. Executive Summary
3. Subject Area Map - “Little Lake”
4. Subject Area Map - “Yanik Airstrip”

Hamlet of Fort Chipewyan
Residential Land Strategy

In 2010 Council declined an unsolicited offer to purchase a parcel of unsubdivided land in the Hamlet of Fort Chipewyan. In declining the offer, Council directed Administration to undertake the development of a residential land strategy for the Hamlet of Fort Chipewyan and report its findings and recommendations.

Development of the plan has taken into account the following components:

- **Community Engagement/Communication**
Land Administration actively participated in all public engagements and communication related to the Area Structure Planning process (which was subsequently halted in 2011 in order to focus on the Municipal Development Plan) and also held independent community open houses when applicable. The objective was to assist in developing an understanding of the community's views, opinions and needs as it relates to growth and where the residents see the possible location of future residential development within the existing Hamlet boundary.
- **Market Analysis**
Due to the limited amount of information on the market for residential land, a detailed market analysis was undertaken in order to confirm supply and demand conditions in the Hamlet of Fort Chipewyan. Open house sessions, in person, and telephone interviews were utilized to gather the necessary information.
- **Development of Concept Plans**
Based on the completed market study, several concept plans were developed. These concept plans examined location, type, lot size, lot configuration, subdivision layout, and other factors.
- **Preliminary Servicing Design and Costing Analysis**
Once the concept plans were developed, the associated servicing costs for three different concept plans were developed. Onsite costs associated with the installation of underground utilities (water and sewer) for serviced lots, mobilization start up costs, site preparation work, and power supply installations to each lot were assessed as part of the overall costing analysis. Offsite infrastructure costs associated with the concept plans (including road construction, upgrades to the distribution pumps and water reservoir capacity) were also assessed and taken into account as part of the overall cost estimates.

- Financial Analysis

The final step undertaken as part of this review was to develop financial pro formas for the different development concept plans so that the total costs of development (i.e. both hard and soft costs) could be assessed against potential sales revenue. Soft costs include design and planning, survey work, legal services, other associated professional services and fees, interim financing costs, and contingency allowances.

Executive Summary

1. INTRODUCTION

The Regional Municipality of Wood Buffalo has identified a need for additional residential lots to accommodate future population growth within the Hamlet of Fort Chipewyan and engaged ParioPlan Inc. to develop the following three Concept Plans for residential expansion areas:

- Concept 1: Full service of 50 lots
- Concept 2: 18 lots serviced by truck haul
- Concept 3: 10 acreage lots serviced by truck haul

The overall plan for the future residential areas is shown in Figure ES1.1. Figure ES1.2 presents the layout of Concept 1 along McDermot Avenue; Figure ES1.3 and 1.4 illustrate Concept 2 and Concept 3 in Sandy Bay.

Associated Engineering was retained to evaluate the servicing options and associated costs for the three development concepts presented by ParioPlan Inc.

The scope of the Conceptual Servicing Study is to:

- Review the Hamlet's existing water distribution and wastewater collection systems;
- Recommend the necessary upgrades;
- Provide feasible servicing options for the proposed residential lots for each concept; and
- Provide cost estimates for each development concept.

2. EXISTING SYSTEM ASSESSMENT

The assessment of the existing water and wastewater systems found the following:

Water Distribution System

- Fort Chipewyan Water Treatment Plant (WTP) was expanded in 1991 to accommodate a population of approximately 2,500 people and has a sufficient capacity to service the Hamlet and the proposed residential lots.
- The existing WTP storage capacity of 1,440 m³ is not adequate for Concept 1 to accommodate the proposed subdivision and meet Alberta Environment requirements.
- The existing distribution pumps are not capable of providing an additional peak hour demand for Concept 1.

Wastewater Collection System

- The existing lagoon was recently upgraded and expanded to service the population of 1,151 people based the current per capita demand of 900 L/c/d (high compared to the national average demand of 300L/c/d) and is capable of treating additional flows from the proposed lots.
- The existing wastewater collection system was designed for a population of 2,000 people and has sufficient capacity to accommodate the flows from Concept 1.
- Lift Station #1 and the 200 mm forcemain were also designed to service the population of 2,000 people and have an adequate capacity to accommodate additional flows generated within the proposed lots in Concept1.

In order to service the proposed residential lots in Concept 1 by municipal water system the following upgrades to the Hamlet's existing distribution system are recommended:

- Provide additional treated water storage of approximately 280 m³ to meet Alberta Environment requirements.
- Upgrade existing distribution pumps.

3. SERVICING OPTIONS

Concept 1: Residential lots along McDermot Avenue

In this concept 50 residential lots can be serviced by a minimum 200 mm diameter watermain connected to the existing looping system at the intersection of Cardinal Avenue and McDermot Avenue. To prevent watermains from freezing, and keeping water recirculating back to the distribution pumphouse, the proposed mains will also be looped. The installation of fire hydrants on the proposed mains provides fire protection to the residential lots.

The new residential lots are serviceable by a 200 mm gravity sewer main with manholes installed at distance of no greater than 120 m. Wastewater generated within the new subdivision will discharge to the existing manhole located at the intersection of Cardinal Avenue and McDermot Avenue.

Based on site observation, significant portions of the area consist of bedrock; bedrock outcrop is the dominant feature in this area. The new water and sewer mains are proposed to be installed in the same trench, due to the potential for a significant amount of bedrock blasting and excavation.

The proposed residential lots will be graded and access road connected to McDermot Avenue will be provided. Storm water from the road surface and lots will be drained into the open ditches along the roadway to the existing ditches.

Based on discussions with the Regional Municipality of Wood Buffalo, Concept 1 can be developed in three phases.

Concept 2: Residential lots in Sandy Bay

In this concept the proposed 18 residential lots located along Sandy Bay will be serviced by truck haul system. Wastewater from the home will be discharged into the holding tank. The contents in the tank will be removed by a vacuum truck and hauled away for disposal at the Hamlet Lagoon.

A roadway connected to McDermot Avenue will be provided complete with drainage and culverts.

Concept 3: Intermediate size residential lots in Sandy Bay

The third concept is similar to the Concept 2 and provides water and sanitary services to ten (10) larger sized lots located in Sandy Bay.

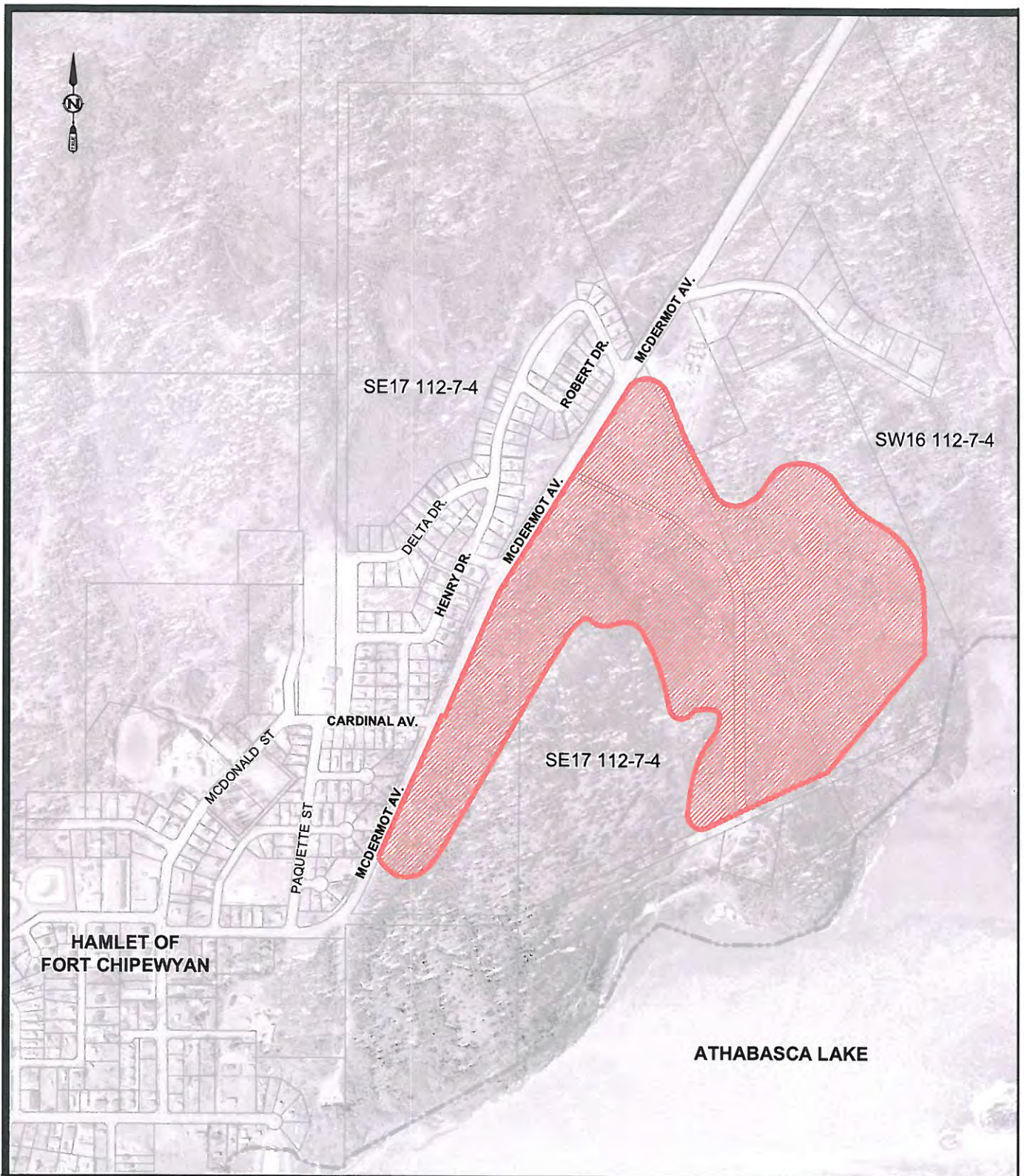
4. COST ESTIMATES

A cost summary for each concept is provided below based on 2011 construction costs.

Description	Total Estimated Capital Cost	Total Estimated Cost Per Lot
Concept 1 (50 residential lots serviced by municipal water distribution system with fire protection and wastewater collection system)	\$ 13,913,750	\$ 278,300.00
Concept 2 (18 residential lots serviced by water and sanitary truck haul system)	\$ 4,813,400	\$ 267,500.00
Concept 3 (10 residential lots serviced by water and sanitary truck haul system)	\$ 4,595,100	\$ 459,600.00

Note: Concept 1 cost assumes single phase development (Phase 1, 2, 3 inclusive), and includes reservoir expansion and pump upgrades.

P:\2011330200_Fort Chip_Concept\Working_Dwgs\100_Civil\Executive Summary Figures\E.S.-1.1.dwg
DATE: November-14-11, Stanislav Grebennikov



REGIONAL MUNICIPALITY
OF WOOD BUFFALO

CONCEPTUAL SERVICING STUDY STUDY AREA

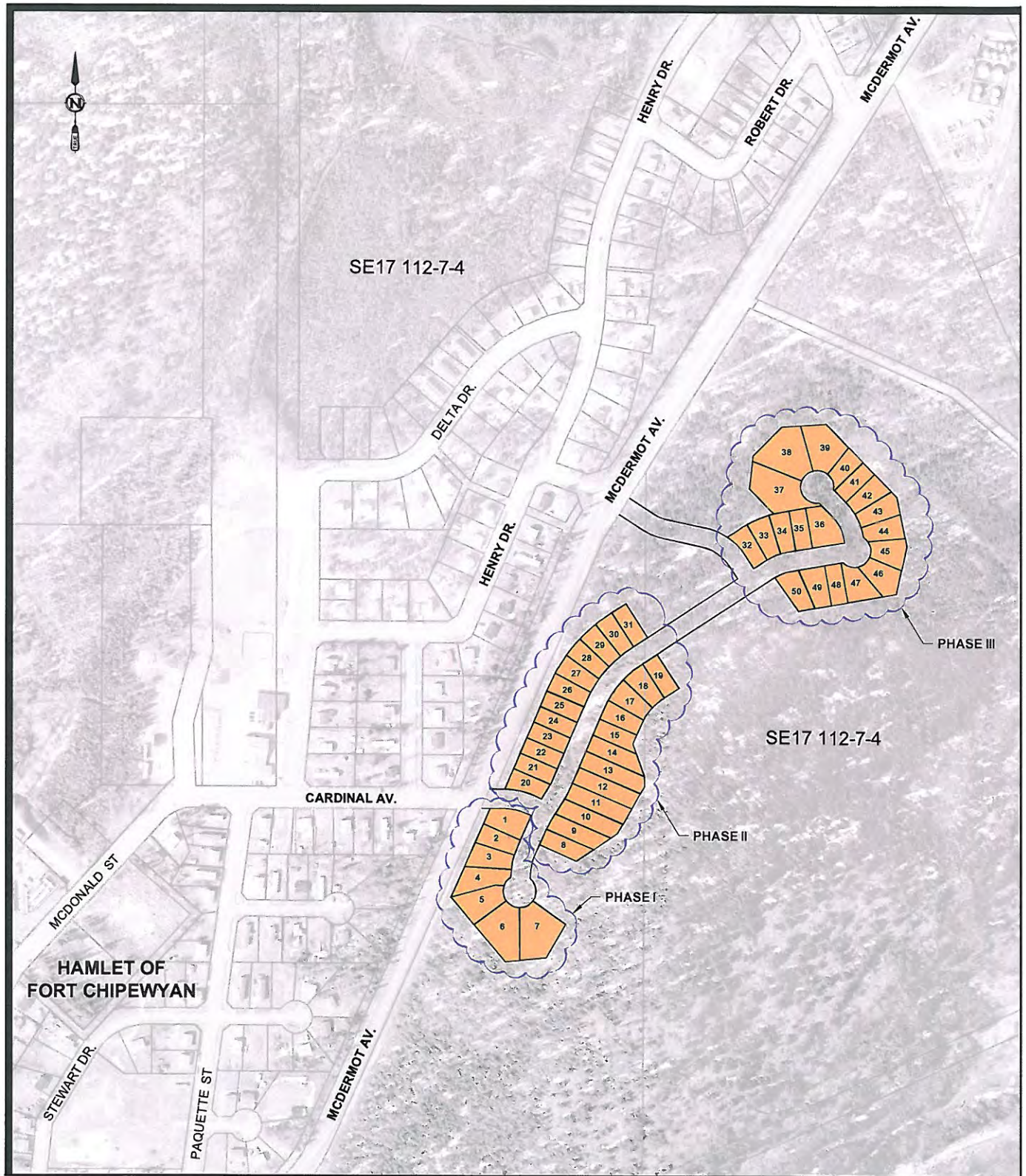
SCALE: 1:10,000



Associated
Engineering

E.S. 1.1

P:\2011\3302\100_Fort Chip_Concept\Working_Dwgs\100_Civil\Executive Summary Figures\E.S.-1.2.dwg
 DATE: November-14-11, Stanislav Grabennikov



REGIONAL MUNICIPALITY
OF WOOD BUFFALO

CONCEPTUAL SERVICING STUDY CONCEPT 1

RESIDENTIAL LOT LAYOUT (McDERMOT AVENUE)

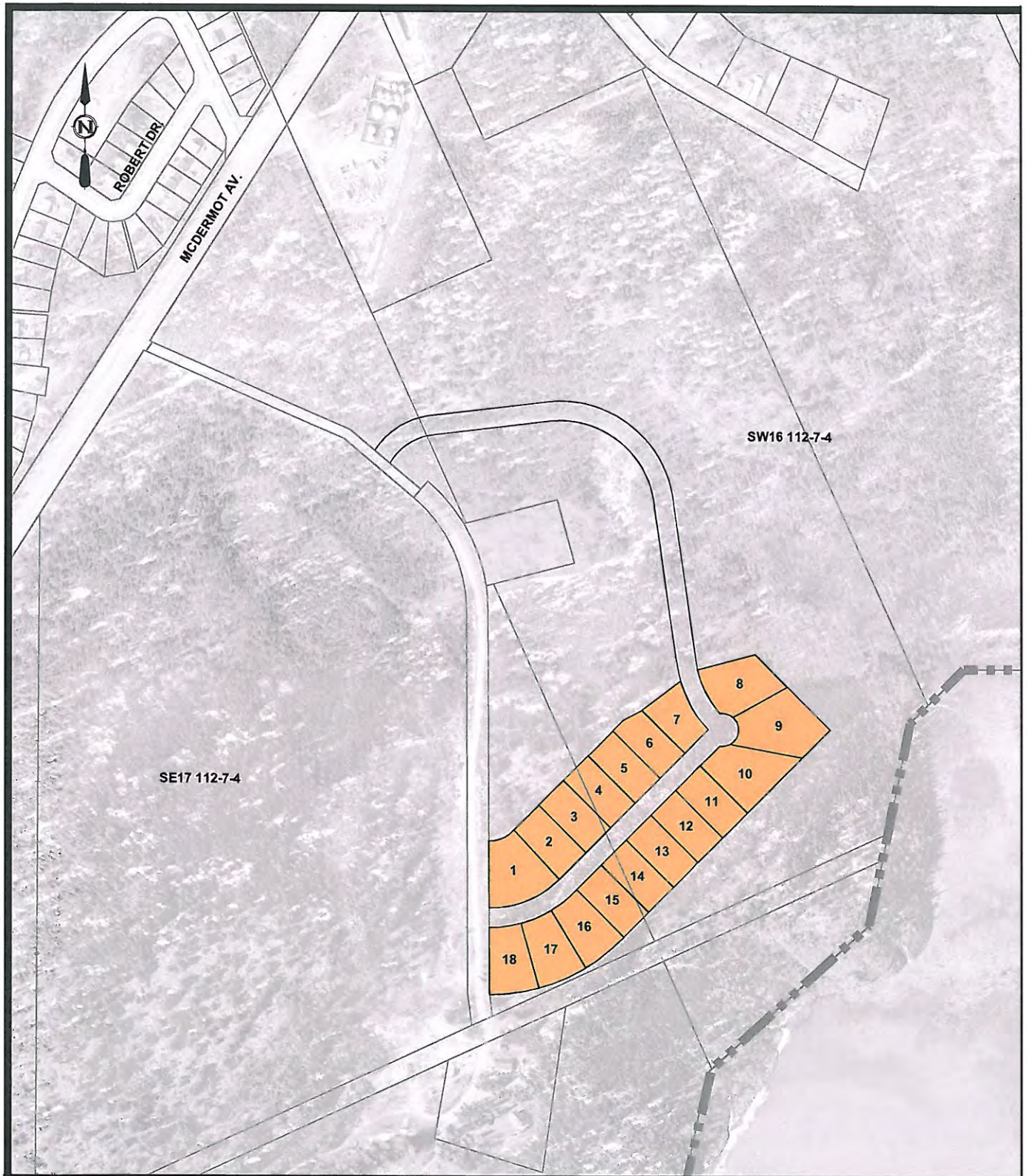
SCALE: 1:5000



Associated
Engineering

E.S. 1.2

P:\20113302\00_Fort_Chip_Concept\Working_Dwgs\100_Civil\Executive Summary Figures\E.S.-1.3.dwg
DATE: November-14-11, Stanislav Grebennikov



REGIONAL MUNICIPALITY
OF WOOD BUFFALO

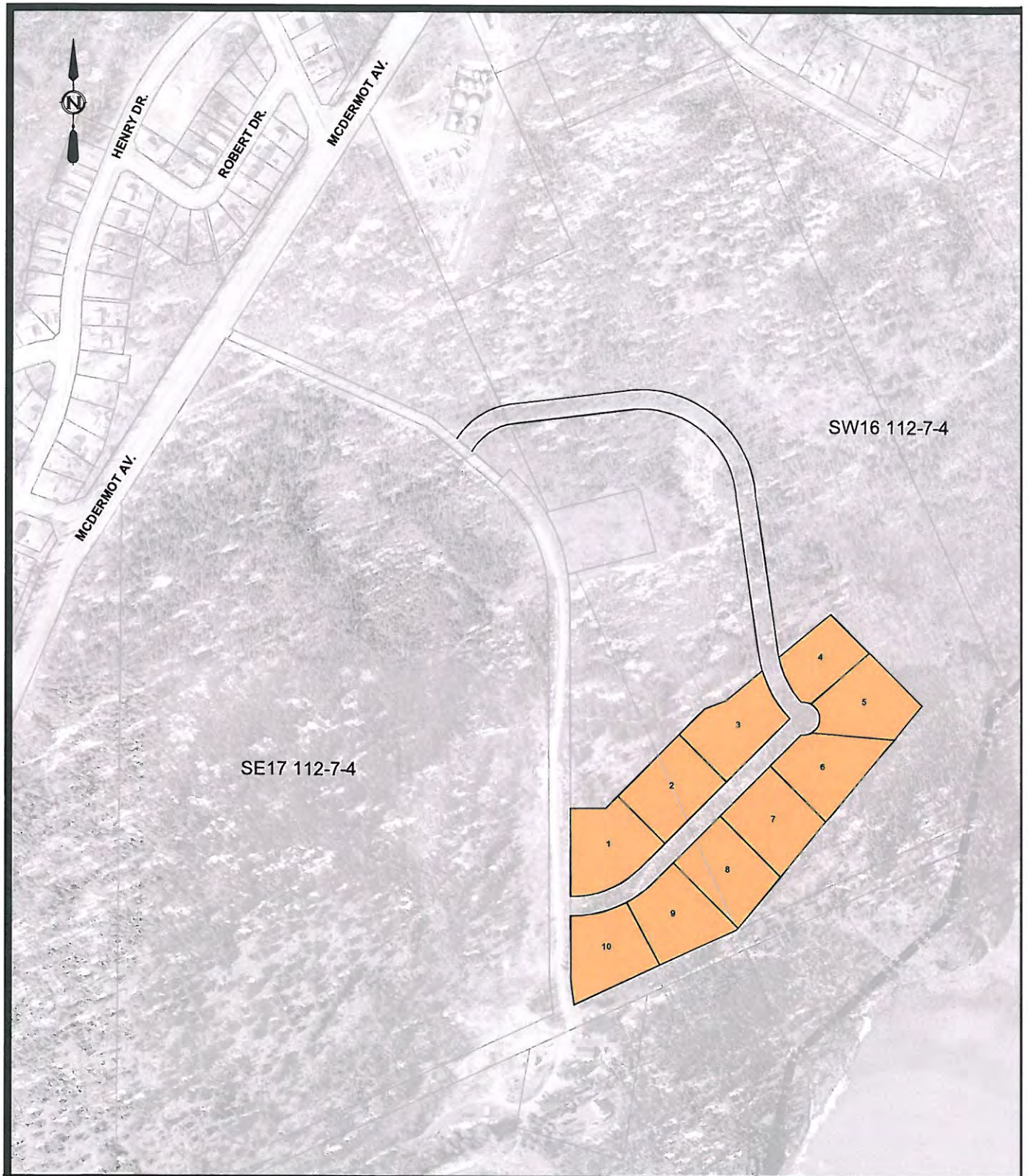
CONCEPTUAL SERVICING STUDY
CONCEPT 2
RESIDENTIAL LOT LAYOUT (SANDY BAY)



SCALE: 1:5000

E.S. 1.3

P:\20113302\00_Fort_Chip_Concept\Working_Dwgs\100_Civil\Executive Summary Figures\E.S.-1.4.dwg
DATE: November-14-11, Stanislav Grebennikov



REGIONAL MUNICIPALITY
OF WOOD BUFFALO

CONCEPTUAL SERVICING STUDY
CONCEPT 3
INTERMEDIATE SIZE RESIDENTIAL
LOT LAYOUT (SANDY BAY)



Associated
Engineering

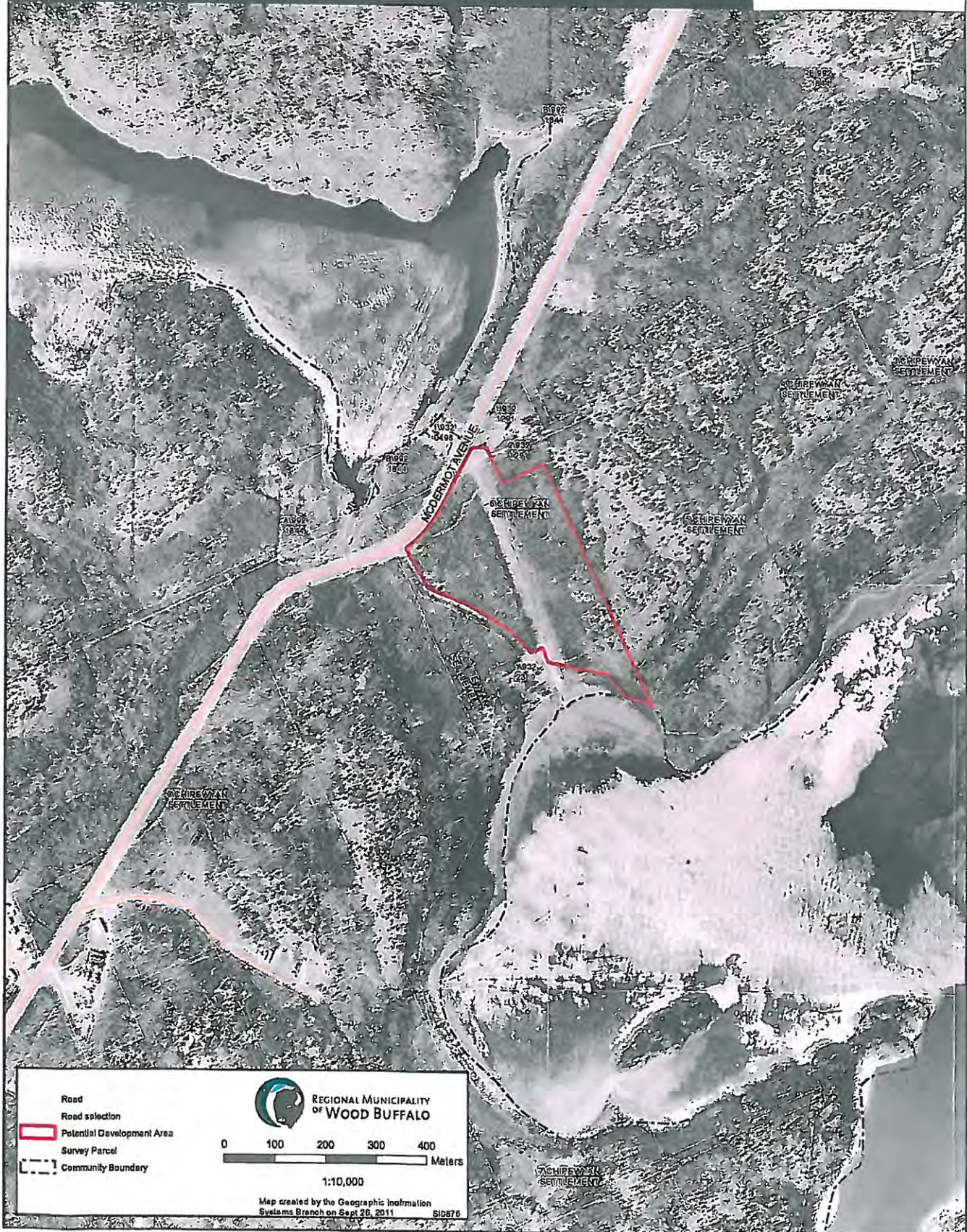
SCALE: 1:5000

E.S. 1.4



Subject Area

Attachment 4



Subject: Offer to Purchase: Lots 1, 2 and 3, Block 2, Plan 616AO**APPROVALS:**

Glen Laubenstein, Chief Administrative Officer
Kelly Kloss, Divisional Manager
Marcel Ulliac, Director

Administrative Recommendation:

That the Municipality purchase Lots 1, 2 and 3 Block 2, Plan 616AO for \$1,975,277 plus GST.

Summary:

The Land Administration Department has been negotiating the potential acquisition of Lots 1, 2, and 3, Block 2, Plan 616AO and has reached an agreement in principle with the property owner.

Council approval is required in order to authorize the purchase.

Background:

In conjunction with development of the Municipal Development Plan (MDP) and the City Centre Area Redevelopment Plan, the Land Administration Department initiated contact with owners of various lots located near the Snye.

This proactive measure was undertaken on the basis that there is a need to secure a waterfront land base that would support the future development of both water and non-water based recreational and leisure activities in the Clearwater and Snye areas. Therefore, it was concluded that it would be in the Municipality's best interest to secure ownership of the subject lots to guide the future land use activity that occurs in the Snye area.

Further, Lot 1 which is located immediately adjacent to Hardin Street is required in order to accommodate back sloping of the road shoulders which is part of the Hardin Street upgrade project.

Acquisition of the subject property would result in the Municipality having ownership to all of the lots in Block 2 which are situated immediately adjacent to Morimotto Drive directly across from the Snye.

Budget/Financial Implications:

There are sufficient funds in the current 2011 Capital Land Acquisition Budget to fund the purchase of the subject property for \$1,975,277.

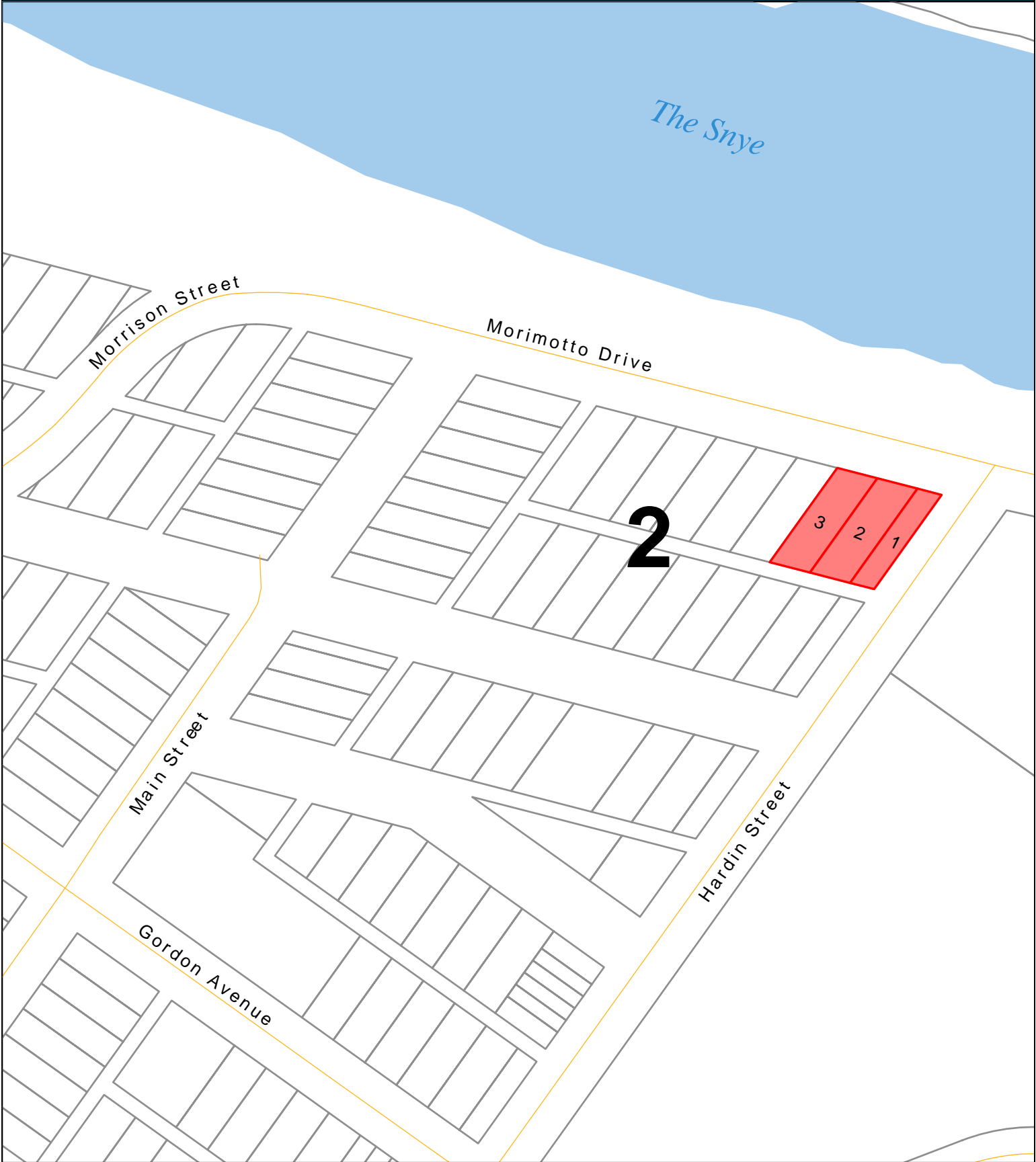
Rationale for Recommendation:




Acquisition of the subject property provides the Municipality with an opportunity for a strategic lot consolidation that would support the future development of both water and non-water based recreational and leisure activities in the Snye area.

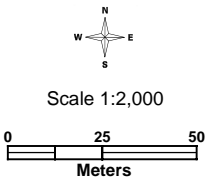
Municipal ownership of the subject lots will also facilitate the upgrades to Hardin Street.

Attachments:

1. Map – Subject Property



-  Subject Property
-  Survey Parcel
-  Water



LOTS ALONG MORIMOTTO DRIVE



REGIONAL MUNICIPALITY
OF WOOD BUFFALO

Map updated by the Geographic Information
Systems Branch on November 24, 2011

SI0564I

Subject: Land Transfer to the Municipality - Hamlet of Fort McKay**APPROVALS:**

Glen Laubenstein, Chief Administrative Officer
Kelly Kloss, Divisional Manager
Marcel Ulliac, Director

Administrative Recommendation(s):

THAT the Regional Municipality of Wood Buffalo accept the offer from Municipal Affairs to transfer six parcels of Crown land located in the Hamlet of Fort McKay to the Municipality for a nominal sum (\$1);

1. Portion of lot 13, McKay Settlement containing 62.72 hectares
2. Lot 12, containing 64.3 hectares
3. McKay Settlement; Lot 5, McKay containing 1.43 hectares
4. Lot 5R, Plan 7621671, containing 0.56 hectare
5. Lot 4, McKay Settlement containing 0.081 hectare
6. Lot 11, McKay Settlement containing 12.3 hectares.

Summary:

Alberta Municipal Affairs recently reached a settlement on the Fort McKay First Nation Land Claim. With the settlement reached, Alberta Municipal Affairs would like to now proceed with the transfer of Crown lands for a nominal sum. Had there not been a land claim, these lands would have been transferred at the time of amalgamation.

Background:

With the exception of the Crown land located in the Hamlet of Fort McKay, Alberta Municipal Affairs transferred administration of the Crown lands formerly administered by Improvement District No. 143 to the Municipality when amalgamation occurred in 1995. Crown land within the Hamlet of Fort McKay upon amalgamation was held in abeyance due to the outstanding Fort McKay First Nation land claim.

Three of the six parcels proposed for transfer are currently used for municipal-operated facilities such as the Municipal Lagoon and the Fire Hall. One of the remaining parcels is designated as a Reserve lot in accordance with the *Municipal Government Act*. The two remaining parcels are wooded vacant lots and are suitable for development. Aside from these six parcels, Municipal Affairs will be transferring lands to the Fort McKay First Nation that contain areas of interest; such as cemetery land, historical sites, pow-wow grounds, arena and work yard.

Prior to moving forward with the transfer, Land Administration conducted a phase 1 environmental field assessment on the six proposed parcels. The phase 1 environmental assessment report did not reveal any consequential environmental contaminants on those parcels.

Budget/Financial Implications:

Lands are to be transferred at nominal sum of a dollar, therefore, the Municipality would only be gaining assets.

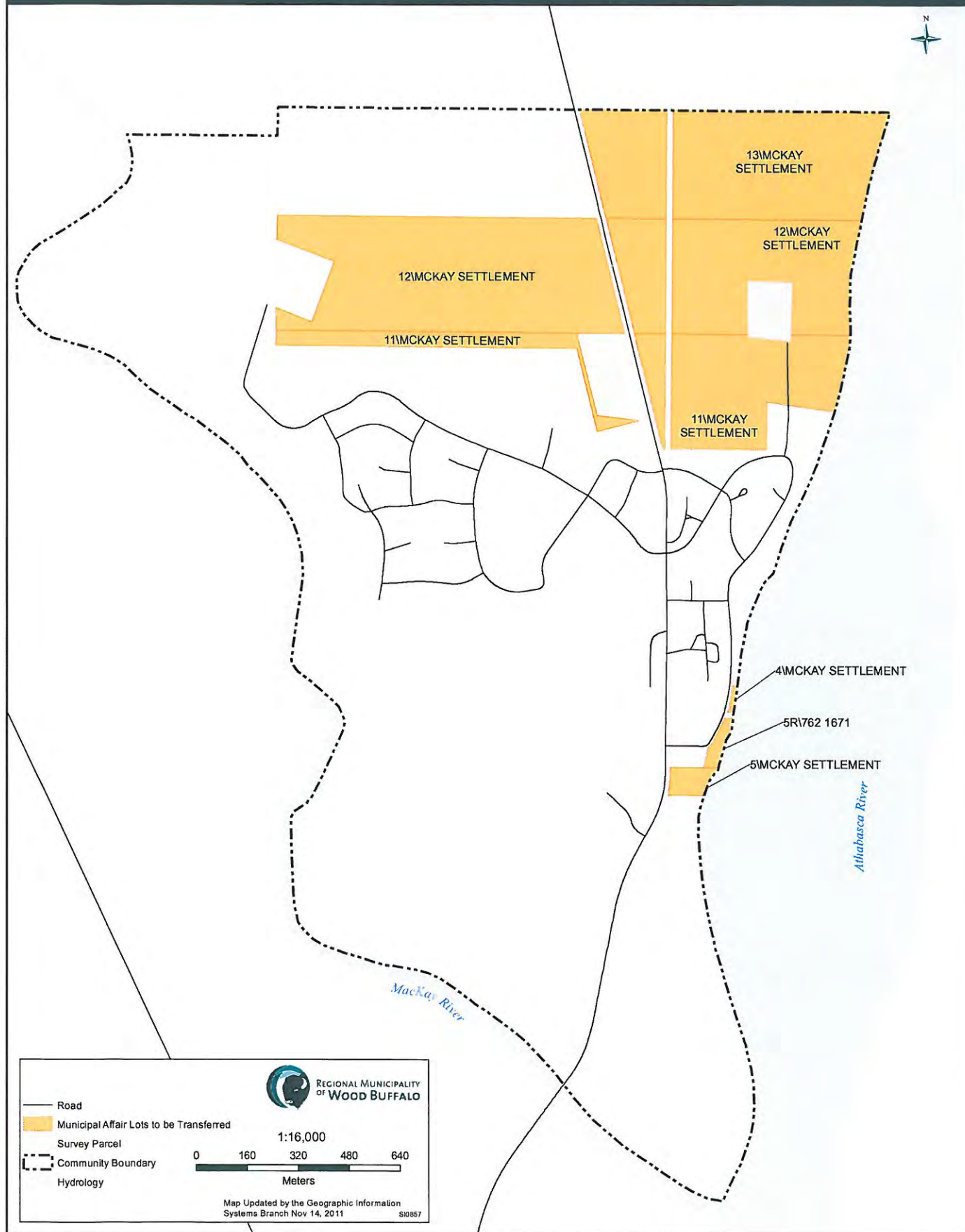
Rationale for Recommendation(s):

Administration supports the acceptance of the offer from the provincial government to transfer six parcels of Crown land located in the Hamlet of Fort McKay to the Municipality for a nominal sum (\$1) as several of the parcels currently accommodate Municipal operated facilities and one of the additional lot is designated as Reserve lot which is normally vested with the local government authority.

Attachments:

1. Subject Area Map

Municipal Affairs Owned Land



Subject: Operation and Maintenance Contribution Agreement – Fort Chipewyan Airport**APPROVALS:**

Glen Laubenstein, Chief Administrative Officer

Carol Theberge, Divisional Manager

Cherie Cormier, Acting Director

Administrative Recommendation(s):

THAT the Regional Municipality of Wood Buffalo enter into an Operation and Maintenance Contribution Agreement for the Fort Chipewyan Airport for the period April, 2011 through March, 2016.

Summary:

A Council resolution is required to enable the Municipality to enter into an Operation and Maintenance Contribution Agreement with the Government of Canada, which will provide funding for the operation and maintenance of the Fort Chipewyan Airport. As this asset is owned by the Municipality, the agreement must be signed by a municipal official.

Background:

In 1995, the Regional Municipality of Wood Buffalo was granted authority to maintain and operate the Fort Chipewyan Airport. Through the amalgamation of the City of Fort McMurray and Improvement District 143, an agreement was reached between the Municipality and Her Majesty the Queen in Right of Canada as represented by the Minister of Transport, Infrastructure and Communities, which entitles the Municipality to a reimbursement of funds to cover the operating costs for the Fort Chipewyan Airport.

This agreement was finalized on October 19, 2005. At that time, a Council resolution was not necessary; however, due to a revision of process, a resolution is now required to finalize the new agreement between the Municipality and the Minister of Transport, Infrastructure and Communities (Attachment 1).

The current agreement expired on March 31, 2011, and the new agreement is for a five-year term from April 2011 to March 2016.

Budget/Financial Implications:

If the agreement is not signed, the Municipality may not receive any federal funding for 2011.

Rationale for Recommendation(s):

The new agreement, which is required to access federal funding for operation and maintenance of the Fort Chipewyan Airport, cannot be authenticated by the Minister of Transport, Infrastructure and Communities until such time as the agreement has been authorized by resolution and signed by the appropriate municipal officials.

The authority to sign this agreement has not been delegated by Council to the Chief Administrative Officer through the CAO Bylaw or otherwise, therefore, Council approval is required.

Attachments:

1. Operation and Maintenance Contribution Agreement – Fort Chipewyan Airport

OPERATION AND MAINTENANCE CONTRIBUTION AGREEMENT
FORT CHIPEWYAN AIRPORT

TABLE OF CONTENTS

1. DEFINITIONS
2. TERM OF AGREEMENT
3. PAYMENT TERMS AND CONDITIONS
4. ELIGIBLE AND INELIGIBLE COSTS
5. REVENUES
6. DISCLOSURE OF OTHER FUNDING
7. INTENTIONALLY DELETED
8. DEBTS DUE TO THE CROWN
9. ACCOUNTING RECORDS, FINANCIAL REPORTS AND AUDIT
10. RIGHT OF ACCESS
11. DEFAULT AND TERMINATION
12. CONDUCT OF BUSINESS
13. ASSIGNMENT
14. LIABILITY AND INDEMNITY
15. NO PARTNERSHIP, JOINT VENTURE OR AGENCY, ETC.
16. LOBBYING ACT
17. NOTICES
18. GENERAL

EXECUTION OF AGREEMENT

SCHEDULE "A" ANNUAL BUDGET APPROVAL LETTER

SCHEDULE "B" DESCRIPTION OF PREMISES OWNED BY RECIPIENT

SCHEDULE "C" ELIGIBLE AND INELIGIBLE COSTS

SCHEDULE "D" **PERFORMANCE EVALUATION DATA REQUIRED FROM
RECIPIENT**

THIS CONTRIBUTION AGREEMENT under the Airports Operations and Maintenance Subsidy Program made this _____ day of _____ 2011;

BETWEEN

HER MAJESTY THE QUEEN IN RIGHT OF CANADA, as represented herein by the Minister of Transport, Infrastructure and Communities, himself represented herein by the Regional Director, Prairie and Northern Region, Transport Canada, duly authorized for the purposes hereof, as he so declares,

(hereinafter called "the Minister")

AND

THE REGIONAL MUNICIPALITY OF WOOD BUFFALO, a corporation duly incorporated under the Municipal Government Act(Alberta) and, in particular, subject to **[Municipal or other Code, if applicable]**, having its head office at 9909 Franklin Avenue, Fort McMurray, Alberta T9H 2K4, herein represented and acting through its Mayor, **Melissa Blake** and Chief Financial Officer, **Elsie Hutton**, authorized to execute and sign this Agreement pursuant to Resolution No. **[resolution number]**, adopted by its Council at a meeting held on **[date of meeting]**, of which a certified true copy, recognized as such and signed by the representatives of **The Regional Municipality of Wood Buffalo**, is appended to the original of this Agreement.

(hereinafter called "the Recipient"),

(Collectively referred to as the "Parties")

WHEREAS the Recipient operates and owns an airport situated at Fort Chipewyan, Province of Alberta, and known as the "Fort Chipewyan Airport" (hereinafter the "Airport"), as more fully shown in Schedule "B";

AND WHEREAS the Minister is willing to provide financial assistance to the Recipient in respect of the operation and maintenance of the Airport by way of a contribution to be payable in accordance with the terms and conditions and for the period hereinafter set forth;

NOW, THEREFORE, the Parties agree as follows:

1. DEFINITIONS

1.1 In this Agreement:

"Advance" or "Advance Payment" means a payment, under the terms of this Agreement that is made before the performance of that part of this Agreement for which the payment is being made.

"Agreement" means this contribution agreement and all schedules, as may be amended from time to time.

"Contribution" means the contribution by the Minister to Eligible Costs in accordance with the terms of this Agreement.

"Eligible Costs" means the costs to which the Minister will contribute, as per the terms of this Agreement, as described in Schedule "C".

"Her Majesty" means the reigning Sovereign or the successors or assigns of the Sovereign and includes Her duly authorized representatives.

"Independent External Accredited Accountant" means a person who is an accountant, licensed to practice in the Province of Alberta, and not in the Recipient's employ.

"Minister" means the person holding the position, or acting in the capacity, of the Minister of Transport, Infrastructure and Communities, for the time being, and shall include the Deputy Minister of Transport and those officials of the Department of Transport with delegated authority as applicable.

"Operating Deficit" means the difference between the greater of revenues earned in support of the Airport, or the minimum revenue level as established by the Parties, and the expenditures incurred for the management, operation and maintenance of the Airport.

"Total Canadian Government Funding" means the aggregate of all funds received or receivable and all assistance in respect of the cost of operating and maintaining the Airport from any federal, provincial, territorial or municipal government or agency over and above the Contribution including:

- ♦ all grants and contributions being considered;
- ♦ any other grant or contribution for which the Recipient may be eligible;
- ♦ any new investment in the Recipient's undertaking in the form of capital stock or equity from a Crown corporation or government department or agency, in proportion to the total investment being made;

- ♦ implicit subsidies, including low-interest or interest-free loans, based on the difference between the total interest payable and the total interest that would be payable at the normal commercial interest rates;
- ♦ forgivable loans;
- ♦ provisions for potential losses on loan guarantees and loans, where such guarantees or loans are issued by governments, ministers, or agencies created for the purpose of administering programs, except where the assistance is provided by a Crown corporation whose principal function is of a banking nature. This provision shall be set at 5% of the amount guaranteed or such amount as is based on program experience; and
- ♦ investment tax credits to which the Recipient would be entitled.

2. TERM OF AGREEMENT

- 2.1 This Agreement shall take effect on the first day of April 2011, and shall terminate on the thirty-first day of March 2016, unless it is earlier terminated in accordance with the provisions thereof.
- 2.2 The Parties' rights and obligations, which by their nature extend beyond the expiration or termination of this Agreement, will survive any expiration or termination of this Agreement.

3. PAYMENT TERMS AND CONDITIONS

- 3.1 **Contribution** Subject to subsection 3.11, the Recipient shall receive a Contribution up to the maximum amount authorized by the Minister to cover the Operating Deficit of the Airport. Such maximum amount shall be set out in an Annual Budget Approval Letter issued by the Minister and attached hereto as Schedule "A".
- 3.2 The latest Annual Budget Approval Letter shall from time to time replace and supersede the previous such Letter as Schedule "A".
- 3.3 The Recipient shall assume responsibility for any difference between the actual Operating Deficit and the amount authorized by the Minister in the Annual Budget Approval Letter attached hereto.
- 3.4 Payments shall not be made unless the Recipient has complied with all the requirements of this Agreement.

3.5 Payments shall be based on prudent cash management principles in that the amount of each Advance shall be limited to the immediate cash requirements.

3.6 **Advances** The Minister shall pay the Contribution quarterly as a series of Advances as follows:

3.6.1 The Recipient shall provide quarterly to the Minister, a cash flow forecast showing in detail the cash requirement for the following quarter or for such time period as directed by the Minister ("Cash Flow Forecast");

3.6.2 For the second and subsequent Advances, the Recipient shall provide in addition to the Cash Flow Forecast, a performance report on the previous quarter or such time period as directed by the Minister showing a detailed listing of expenses and revenues and a statement of cash account ("Performance Report");

3.6.3 For every employee-related expense listed in the Performance Report, the employee shall be identified by name. Every Performance Report submitted to the Minister shall be certified by the Recipient's Chief Financial Officer (or person holding similar position) as being true and accurate;

3.6.4 Based on the actual results of the previous quarter or such time period as directed by the Minister, the anticipated Advance shall be subject to adjustment (upwards or downwards as the case may be). Any adjustment in the Minister's favour shall be deducted from the next Advance;

3.6.5 The Minister will make reasonable efforts to pay the Advance to the Recipient within 30 days of receiving the documentation referred to in subsections 3.6.1 and 3.6.2;

3.6.6 The Minister has no obligation to pay the second or any subsequent Advance unless the Recipient has provided the documentation referred to in subsections 3.6.1 or 3.6.2.

3.7 **Annual Budget**

3.7.1 Subject to subsection 3.7.2 of this Agreement, the Recipient shall provide the Minister with a budget, in the form prescribed by the Minister, no later than ninety (90) days before the first day of the next fiscal year of the Recipient during the term of this Agreement; the budget shall show a detailed estimate of airport operating revenues and expenditures as well as new operating costs for the following twelve-month period that falls within the term of this Agreement.

- 3.7.2 The Minister may, at his discretion, give notice in writing to the Recipient, at least one hundred and eighty (180) days prior to the date of termination of this Agreement, of his intention to negotiate a new Contribution Agreement for the twelve-month period following the date of termination of this Agreement or for any other such period as he may deem appropriate; in that event, the Recipient shall provide the Minister with its budget proposal no later than ninety (90) days prior to the date of termination of this Agreement, setting forth in the prescribed form the information described in subsection 3.7.1, for the twelve-month period following the date of termination of this Agreement.
- 3.8 **Audited financial statements** The Recipient shall on or before one hundred and eighty (180) days after the end of each and every fiscal year and for the whole of the period or term of the Recipient's fiscal year covered by this Agreement, deliver to the Minister a set of audited financial statements certified by an Independent External Accredited Accountant, that will include an income statement, and a statement of changes in financial position for the management, operation and maintenance of the Airport, as a public airport, together with such statements and certification as may be required by and to the satisfaction of the Minister.
- 3.9 **Holdback** The Minister at his sole discretion shall withhold ten percent (10%) of each annual Contribution pending receipt of the financial statements in accordance with subsection 3.8.
- 3.10 **Final adjustment** The final settlement relative to this Agreement shall be made only after the Minister is satisfied that the Recipient has complied with all the terms and conditions of this Agreement.
- 3.11 **Appropriations and Funding Levels** Notwithstanding the Minister's obligation to make any payment under this Agreement, this obligation does not arise if, at the time when a payment under this Agreement becomes due, the Parliament of Canada has not passed an appropriation that is sufficient and constitutes lawful authority for making the payment. The Minister may reduce or terminate any payment under this Agreement in response to the reduction of appropriations or departmental funding levels in respect of transfer payments, the program under which this Agreement was made or otherwise, as evidenced by any appropriation act or the government's main or supplementary estimates expenditures. The Minister will not be liable for any direct, indirect, consequential, exemplary or punitive damages, regardless of the form of action, whether in contract, tort or otherwise, arising from any such reduction or termination of funding.

4. ELIGIBLE AND INELIGIBLE COSTS

- 4.1 Subject to the maximum amount authorized by the Minister in Schedule "A", the Contribution shall cover only those expenses which are directly related to the management, operation and day-to-day maintenance of the Airport. The Parties also agree that the Recipient shall undertake concrete measures during the term of the Agreement to reduce its operating expenses.
- 4.2 Eligible Costs shall be those listed in Schedule "C", subject to the maximum amount authorized by the Minister in Schedule "A". Any and all expenses in excess of the maximum shall be subject to prior approval by the Minister.
- 4.3 Ineligible costs shall be those listed in Schedule "C".

5. REVENUES

- 5.1 Revenue accounts of the Recipient shall be credited by the Recipient with the amount of all fees, charges, rents, fines and concession revenues earned.
- 5.2 Revenue accounts of the Recipient shall be credited by the Recipient with all discounts, rebates, interest earned from Advance Payments made by the Minister, or any other recovery by the Recipient in respect of the operation and maintenance of the Airport.
- 5.3 The Recipient shall undertake to maximize airport revenues by, among other things, increasing its landing and terminal fees in accordance with the rate set by Transport Canada, as stipulated in the Annual Budget Approval Letter signed by the Minister attached hereto as Schedule "A".
- 5.4 The Recipient shall earn a reasonable amount of interest from all positive cash account balances.
- 5.5 In the event that the Recipient implements a fee schedule that produces lower revenues than would have been obtained by implementing Transport Canada revenue policies and standards, the amount of the Contribution will be reduced accordingly.

6. DISCLOSURE OF ALL FUNDING

- 6.1 The Recipient undertakes to report in writing to the Minister any financial assistance received or to be received by the Recipient before this Agreement comes into force, or at any time during the term of the Agreement, from any source, but also from other federal,

territorial or provincial government source ("Total Canadian Government Funding") in respect of the object of this Agreement.

- 6.2 If the total financial assistance or Total Canadian Government Funding received or due in respect of the Eligible Costs exceeds one hundred percent (100%) of the Eligible Costs, the Contribution shall be reduced, at the Minister's sole discretion, by the amount of any additional assistance; in the event that the Contribution has already been paid, in whole or in part, at the time of receipt of the Recipient's written report, this amount of such additional assistance shall be automatically repayable to the Minister, and this amount shall be considered a debt due to the Crown.

7. INTENTIONALLY DELETED

8. DEBTS DUE TO THE CROWN

- 8.1 Overpayments, unexpended balances, and disallowed expenses constitute debts due to the Crown, and the Recipient shall repay all such overpayments, unexpended balances, and disallowed expenses. The amount owing shall be immediately due and payable by the Recipient and may, at the Minister's discretion, in addition to any other remedies available, be set off against any future payments payable by the Minister hereunder.
- 8.2 Any debt due to the Crown resulting from any overpayment, unexpended balance, disallowed expense shall bear interest that is calculated and compounded monthly based on the average bank rate, as defined in the *Interest and Administrative Charges Regulations*, SOR/96-188, plus three percent, from the date on which the debt was incurred until the date on which Her Majesty or the Minister receives payment.

9. ACCOUNTING RECORDS, FINANCIAL REPORTS AND AUDIT

- 9.1 The Recipient shall deposit the funds provided as Contribution Advances in a separate account for Airport management, operation and maintenance and these funds shall be used only for this purpose. The Recipient shall at a minimum maintain separate ledger accounts for all revenues and expenses.
- 9.2 The Recipient shall keep records of operating costs and revenues for the Airport, such records to be kept in accordance with generally accepted accounting principles and to be kept separately from any other accounts and records of the Recipient.

- 9.3 The Recipient shall maintain proper and accurate accounts and records, including, but not limited to, contracts, invoices, statements, receipts and vouchers, with respect to the management, operation and maintenance of the Airport, and shall ensure that these are kept for at least six (6) years following the termination of the Agreement.
- 9.4 The Recipient shall follow such budgetary and financial control procedures as may be issued by the Minister.
- 9.5 **Program Performance Evaluation** The Recipient, shall on or before one hundred and eighty days (180) days after the end of each and every fiscal year covered by this Agreement, provide to the Minister, the information as set in Schedule "D", for the purpose of evaluating whether the program objectives are being or have been met.

10. RIGHT OF ACCESS

- 10.1 The Recipient, shall upon reasonable notice, provide the Minister, the Auditor General of Canada or their designated representatives with reasonable access to the Airport and to the documents referred to at Section 9 for the purposes of audit and inspection.

11. DEFAULT AND TERMINATION

- 11.1 If:
- a) the Recipient defaults in the performance or observance of, or compliance with, any of the covenants, agreements or conditions hereof, the Minister may by notice in writing require the Recipient to remedy such default, and if within a period of thirty (30) days the Recipient shall not have remedied such default to the satisfaction of the Minister, or
 - b) the Recipient is convicted of any offence against the law, order or regulation of Canada or duly constituted authority thereof or the conditions of any license, or of being an accessory to any such offence, and if such offence is committed in connection with the management, operation or maintenance of the Airport, or
 - c) fails to provide air carrier services at the Airport,

the Minister may at his discretion, by giving notice in writing to the Recipient, terminate this Agreement and direct the Recipient to pay forthwith to the Minister, the total amount theretofore remitted to the Recipient pursuant to the terms of this Agreement, which shall become a debt due to the Crown.

- 11.2 The Minister or the Recipient may terminate this Agreement at any time by giving one hundred and eighty (180) days notice in writing to the other Party to this effect.

12. CONDUCT OF BUSINESS

12.1 Airport management, operation and maintenance

12.1.1 The Recipient undertakes during the term of this Agreement, to manage, operate and maintain on a continuous basis as a certified public aerodrome, the lands and ancillary facilities described in Schedule "B" hereof.

12.1.2 The Recipient shall ensure that all structures, improvements and equipment that are approved as eligible by the Minister shall be used only with respect to the management, operation and maintenance of the Airport and shall not be removed from the Airport at any time unless the operator has been authorized by the Minister or his designated representative.

12.1.3 The Recipient shall ensure that all vehicles that are approved as eligible by the Minister shall be used only with respect to the management, operation and maintenance of the Airport and shall not be removed from the Airport except in the performance of airport-related business, in response to a request by a public authority for emergency or other purposes approved by the Minister or his designated representative.

12.1.4 Subject to Acts and Regulations applying to any licensed/certified public airport and to the limitations herein provided, the Recipient may manage, operate and maintain the Airport at its discretion.

12.2 Failure to use monies allocated

12.2.1 If the Recipient fails to manage, operate and maintain the Airport, or to abide by the undertakings in this Agreement, and, especially, but without restricting the generality of the foregoing, if the Recipient fails to ensure that the monies, stipulated in the Annual Budget Approval Letter to meet Transport Canada standards, are allocated for the purposes stipulated in Schedule "C", the Minister may, in addition to the other remedies of the Minister as set out in Section 11 of this Agreement, at his sole discretion, reduce the Contribution payable by an amount proportionate to the value of services not provided. The Minister also has full discretion to assess the value of these services.

12.2.2 No reduction in the Contribution shall be effected by reason of any breach of this Agreement that, in the opinion of the Minister (acting reasonably), was beyond the Recipient's control.

13. ASSIGNMENT

- 13.1 The Recipient shall not assign any part of this Agreement without the prior consent in writing of the Minister.

14. LIABILITY AND INDEMNITY

- 14.1 The Recipient shall indemnify and save harmless Her Majesty, the Minister and the Minister's officials and agents from and against all claims, demands, costs, losses, damages, actions or proceedings of any kind or nature, by whomsoever made, brought, instituted or prosecuted in any manner based upon, occasioned by or attributable in any way, directly or indirectly, to executing this Agreement, or agreements with respect to the leasing of certain pieces of equipment for use at the Airport, entered into with Her Majesty, or any measure taken or thing carried out or maintained under the said agreements, or acts committed or measures taken under said agreements, or the exercise in whatever manner of rights stemming from said agreements, except to the extent to which such claims, demands, costs, losses, damages, actions or proceedings relate to the negligence of officials or agents of Her Majesty or the Minister in carrying out duties or responsibilities.
- 14.2 Her Majesty or the Minister shall not assume any liability with respect to the discharge of obligations entered into by the Recipient with respect to the management, operation or maintenance of the Airport, including loans, capital lease agreements or other long-term obligations.

15. NO PARTNERSHIP, JOINT VENTURE OR AGENCY, ETC.

- 15.1 The Parties expressly disclaim any intention to create a partnership, joint venture, joint enterprise, agency or employer-employee relationship, and they hereto agree that nothing herein shall be construed as constituting the Recipient, or any of the Recipient's contractors or subcontractors, as a partner, joint venturer, agent or employee of Her Majesty or the Minister, and the Recipient undertakes not to so represent itself, and shall ensure that none of its contractors or subcontractors so represent themselves, to any third party.

16. LOBBYING ACT

- 16.1 The Recipient warrants that any person it has hired, for payment, to speak to or correspond with any employee or other person representing Her Majesty or the Minister, on the Recipient's behalf, concerning any matter relating to the Contribution under this Agreement or any benefit hereunder and who is required to be registered pursuant to the *Lobbying Act* (R.S. 1985 c. 44 (4th Supplement)), is registered pursuant to that Act. The Recipient further warrants that no person or entity that is negotiating the whole or any part of the terms of this Agreement receives any payment or other compensation that is contingent upon or calculated upon the Contribution hereunder.

17. NOTICES

- 17.1 Any notices, demands or other communication necessary for the purposes of this Agreement shall be in writing and shall be delivered personally, or shall be sent by registered mail with proof of receipt, ordinary mail or by facsimile follows:

To the Minister: Regional Director, Prairie and Northern Region
Transport Canada
3rd Floor, 344 Edmonton Street
PO Box 8550
Winnipeg, MB R3C 0P6
Telephone: (204) 983-4376
Facsimile: (204) 983-5048

or to such other address or facsimile number as the Minister may designate by notice to the Recipient;

To the Recipient: Director, Public Operations
The Regional Municipality of Wood Buffalo
9909 Franklin Avenue
Fort McMurray, Alberta T9H 2K4
Telephone: (780) 799-8112
Facsimile: (780) 788-4391

or to such other address or facsimile number as the Minister may designate by notice to the Recipient;

Any notice will be considered to have been received:

- (a) if in person, by registered mail or by facsimile, on actual receipt;

- (b) in the case of ordinary mail, on the fifth (5th) business day following the date of mailing.

If the postal service is interrupted, or threatened to be interrupted, or is substantially delayed, any notice shall be delivered personally or by facsimile.

18. GENERAL

- 18.1 **No benefit** No member of the House of Commons of Canada or Senator shall be admitted to any share or part of this Agreement or to any benefit arising therefrom.
- 18.2 **Conflict of interest** No former or current public office holder or public servant who is not in compliance with the *Conflict of Interest Act* (2006, c.9, s.2), the post-employment provisions of the Conflict of Interest and Post-Employment Code for the Public Office Holders or the Values and Ethics Code for the Public Service, shall derive a direct benefit from this Agreement.
- 18.3 **Interpretation** The Minister shall determine whether the terms and conditions of this Agreement have been complied with, for the purpose of establishing the amount, as applicable, of the Contribution payable to the Recipient hereunder.
- 18.4 **No waiver** Failure by the Minister to require fulfillment of any obligations, or to exercise any rights hereunder, shall not constitute a waiver, a renunciation or a surrender of any rights of the Minister hereto.
- 18.5 **Partial invalidity** If, for any reason, any provision of this Agreement, other than any provision which is of fundamental importance to the arrangement between the Parties, is, to any extent, held or rendered by a court of competent jurisdiction invalid, void, illegal or unenforceable for any reason whatsoever, then the particular provision shall be deemed to be independent of and severed from the remainder of this Agreement and all other provisions of this Agreement shall nevertheless continue in full force and effect.
- 18.6 **Entire Agreement** This Agreement constitutes the entire agreement between the Parties. No prior document, negotiation, provision, undertaking, agreement, in relation to the subject of this Agreement, shall have legal effect. No representation or warranty, express, implied or otherwise, is made by Canada to the Recipient except as expressly set out in this Agreement.
- 18.7 **Schedules** Schedules A to C are an integral part of this Agreement.

- 18.8 **Amendment** This Agreement may be amended by a written agreement signed by both the Parties. No amendment, variation, addition, deletion (which term includes lining out), rider or other change to this Agreement shall have any force or effect unless it is in writing and unless it is signed by both the Parties.
- 18.9 **Application of laws** This Agreement is subject to the applicable laws in force in the Province of Alberta and shall be interpreted in accordance with these laws. Nothing in this Agreement is intended or shall be construed as limiting, waiving or derogating from any Federal Crown prerogative.
- 18.10 **Financial Administration Act** The Recipient acknowledges that the obligations of the Minister under this Agreement are subject to the *Financial Administration Act*, R.S.C. 1985, c. F-11 and any amendments thereto.
- 18.11 **Official languages** All official joint communications with the public will be in both official languages, where applicable in accordance with the *Official Languages Act*, R.S. 1985, c. 31 (4th Supp.).
- 18.12 **Dispute Resolution** The Parties will keep each other informed of any matter that could be contentious by exchanging information and will attempt to resolve potential disputes.
- 18.13 **Recognition of Contribution** The Recipient will acknowledge the Contribution in a manner acceptable to, and in consultation with the Minister.
- 18.14 **Public disclosure** The Recipient acknowledges that its name, the Contribution amount awarded, and the general nature of the activities supported by the Contribution may be made publicly available by the Minister.
- 18.15 **Reference** Any reference in this Agreement to all or any part of any statute, regulation, rule, guideline or standard shall, unless otherwise stated, be a reference to that statute, regulation, rule, guideline or standard or the relevant part thereof, as amended, substituted, replaced or re-enacted from time to time.
- 18.16 **Captions and Headings** The captions and headings throughout this Agreement are for the convenience of reference only and shall in no way be held to define, limit, describe, explain, modify, amplify or add to the scope, intent, interpretation, construction or meaning of any provision of this Agreement.

Signed at _____, in the Province of _____, on the ____ day
of _____ 2011

HER MAJESTY THE QUEEN IN RIGHT OF CANADA.

Regional Director, Prairie and Northern Region

Witness

Signed at _____, in the Province of _____, on the ____ day
of _____ 2011

THE REGIONAL MUNICIPALITY OF WOOD BUFFALO

Mayor
The Regional Municipality of Wood Buffalo

Chief Financial Officer
The Regional Municipality of Wood Buffalo

SCHEDULE "A"

(ANNUAL BUDGET APPROVAL LETTER)

To: The Regional Municipality of Wood Buffalo

The following are the Fort Chipewyan Airport maximum operating deficit and capital assets in respect of the provision of airport services, maintenance of the owned premises and maintenance of equipment and vehicles for the fiscal year beginning on April 1, 2011 and ending on March 31, 2012, that may be covered by Her Majesty the Queen in Right of Canada under the appended provisions.

ANNUAL BUDGETS **FORT CHIPEWYAN AIRPORT**

1. Operating deficit and capital assets

The authorized maximum deficit for the period of April 1, 2011 to March 31, 2012 is established in the amount of \$344,254.00, as per detailed hereafter:

Revenues	\$23,200.00	(\$13,200 + \$10,000 forecasted landing fees and general terminal charges)
Expenses	\$858,580.00	
Operating deficit	\$835,380.00	

Operations and Maintenance Subsidy **\$344,254.00**

SCHEDULE "B"

Description of premises owned by the Recipient as follows:

NW 28-112-7-4 (TITLE NUMBER 892 008 043)

NW 33-112-7-4 (TITLE NUMBER 892 008 043 D)

NW 34-112-7-4 (TITLE NUMBER 892 008 043 E)

SW 33-112-7-4 (TITLE NUMBER 892 008 043 C)

SE 33-112-7-4 (TITLE NUMBER 952 239 191)

NE 33-112-7-4 (TITLE NUMBER 892 008 043 A)

SCHEDULE "C"

ELIGIBLE AND INELIGIBLE COSTS

Eligible costs must be incurred in the course of operating and maintaining the eligible airports based on operating budgets. The following items are considered eligible costs and are eligible for funding subject to the amounts approved in the Annual Budget Letter. Inclusion in this list does not necessarily result in automatic funding approval.

Eligible costs include:

- Expenditures related to airport operations employees such as salaries and wages, overtime, allowances, employee benefits, travel and relocation, training, etc.;
- Professional services such as accounting, auditing, engineering, legal and scientific services, computer services, etc.;
- Rental such as land, buildings, machinery and equipment, aircraft, motor vehicle, computer, office equipment, telecom equipment;
- Materials and supplies related to the operation of the airport such as paint, sand de-icing and crack-sealant material;
- Purchase of repairs for buildings and equipment;
- Expenditures related to the administration of the airport such as office material and supplies, postage and freight, publication, other administrative charges, etc.;
- Utilities such as telephone and telegraph, electricity, municipal service fees, etc.;
- Insurance;
- Expenditures related to marketing such as advertising;
- Protection services; and
- Fuel (such as for airport heating, mobile equipment).

The following are ineligible costs under the Program:

- Capital investment;
- Expenditures committed before the contribution agreement is executed;
- Improvements/expansions to buildings and equipment unless previously approved by the Minister;
- Depreciation with respect to any portions of structures, improvements and equipment or other assets which were paid out of grants in aid and reimbursements from any federal or provincial department or agency.

SCHEDULE "D"

O&M SUBSIDY PROGRAM PERFORMANCE EVALUATION DATA REQUIRED FROM RECIPIENT (Program Information)

AIRPORT NAME: Fort Chipewyan

- # OF DAYS AIRPORT IS OPEN
- # OF NOTAM
- AMOUNT OF TIME AIRPORT IS CLOSED
DUE TO NOTAM
- CERTIFICATION KEPT (YES OR NO)
- # OF ACCIDENTS AND INCIDENTS
- IS AIRPORT OPENED YEAR-ROUND?
- # OF PASSENGER FLIGHTS
- # OF MEDIVAC
- # OF CARGO FLIGHTS
- # OF POLICING, FIREFIGHTING AND SEARCH AND RESCUE FLIGHTS
- # OF PERSONS EMPLOYED

**Subject: Bylaw No. 11/030 – Roads and Transportation Bylaw
Amendment****APPROVALS:**

Glen Laubenstein, Chief Administrative Officer
Carol Theberge, Divisional Manager
Glen Smith, Director

Administrative Recommendation(s):

1. THAT Bylaw No. 11/030, being an amendment to the Roads and Transportation Bylaw, be read a first time.
2. THAT Bylaw No. 11/030 be read a second time.
3. THAT Bylaw No. 11/030 be considered for third reading.
4. THAT Bylaw No. 11/030 be read a third and final time.

Summary:

Several initiatives are underway to decrease the number of personal vehicles on the road and ease traffic congestion in Fort McMurray, including the implementation of priority shuttle lanes. In order to enable the Chief Administrative Officer to designate lanes for classes of vehicles as deemed appropriate from time to time, an amendment to the Roads and Transportation Bylaw (No. 02/079) is required.

Background:

A number of transportation changes have been made in Fort McMurray, including the opening of a priority shuttle lane on Confederation Way in Timberlea on November 7, 2011.

Based on traffic analysis and feedback from the public, adjustments were made to the hours of operation and the passenger requirements to ensure that the new priority shuttle lane is available for use by other vehicles during non-peak shuttle hours. The amendments to the Roads and Transportation Bylaw proposed herein will give the Chief Administrative Officer the ability to designate lanes and adjust as required based on traffic analysis.

The amendment proposes to add a new part to the Roads and Transportation Bylaw which will define the parameters for reserved lanes. Three key elements will be addressed by this amendment:

1. Delegation of authority to the Chief Administrative Officer (CAO) to designate reserved lanes

2. Definition of Shuttle Vehicles
3. Creation of an Offence of operating a vehicle of a class other than the particular class permitted in that traffic lane and setting associated fines

Rationale for Recommendation(s):

By delegating authority to the CAO to designate reserved lanes, the CAO will have discretion to adjust reserved lanes based on needs and traffic analysis. By defining “Shuttle Vehicles” in the Bylaw, the permitted number of passengers in a shuttle vehicle will be reduced. This will increase the number and type of vehicles that will be able to utilize the current reserved lane. The fine rate has been formulated based on the Traffic Safety Act. By setting the fine rate, the RCMP and Bylaw Services will be able to consistently enforce use of the priority bus lane.

This proposed amendment is intended to ease current transportation challenges and will be included in the revised Roads and Transportation Bylaw to be brought forward by the spring of 2012.

Administration supports the proposed amendment and recommends that Bylaw No. 11/030 be given three readings.

Attachments:

1. Bylaw No. 11/030

BYLAW NO. 11/030**BEING A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO AMEND ROADS AND TRANSPORTATION BYLAW NO. 02/079**

WHEREAS the *Traffic Safety Act*, R.S.A. 2000, Chapter T-6, and the *Municipal Government Act*, R.S.A. 2000, Chapter M-26, empowers the Municipal Council to pass bylaws dealing with the regulation, control and management of vehicles;

AND WHEREAS Section 191 of the *Municipal Government Act*, R.S.A., 2000, Chapter M-26, provides that Council may amend or repeal a bylaw;

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

1. Bylaw No. 02/079 is amended by inserting a new PART 4.1 – RESERVED LANES to read as follows:

PART 4.1 – RESERVED LANES

- 4.1.1 The Chief Administrative Officer or his delegate is authorized to designate specific traffic lanes as being reserved all or part of the time for use only by a particular class of vehicle and shall cause the same to be posted.
 - 4.1.2 For the purposes of this Part, if a lane is reserved under 4.1.1 for use by a shuttle vehicle, “shuttle” shall mean a municipal passenger or commercial vehicle designed to carry 9 or more passengers, including the driver, that is used or intended to be used to transport passengers.
 - 4.1.3 When a specific traffic lane is designated as being reserved for use only by a particular class of vehicle a person shall not operate a vehicle of a class other than the particular class permitted in that traffic lane.
 - 4.1.4 Nothing in this Part prohibits a vehicle of a class other than that permitted in the traffic lane from crossing that traffic lane to enter or exit from adjacent driveways or intersecting roadways.
2. Bylaw No 02/079 is further amended by inserting the following in Schedule 5 Penalties and Fines:

4.1.3	Operating a vehicle of a class other than a particular class permitted in a reserved lane	\$172
-------	---	-------

3. The Chief Administrative Officer is authorized to consolidate this bylaw.
4. 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 _____ day of _____, A.D. 2011.

READ a second time this _____ day of _____, A.D. 2011.

READ a third and final time this _____ day of _____, A.D. 2011.

SIGNED and PASSED this _____ day of _____, A.D. 2011.

Mayor

Chief Legislative Officer