



## **Council**

Jubilee Centre Council Chamber  
9909 Franklin Avenue, Fort McMurray, AB T9H 2K4

Tuesday, March 12, 2019  
4:00 PM

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## **Agenda**

**1. Call to Order**

**2. Adoption of Agenda**

**3. Consent Agenda**

3.1. Special In-Camera Council Meeting - February 26, 2019

3.2. Council Meeting - February 26, 2019

3.3. Bylaw No. 19/005 - Integrity Commissioner Bylaw

THAT Bylaw No. 19/005, being the Integrity Commissioner Bylaw, be read a first time.

**4. Recognition**

4.1. International Day for the Elimination of Racial Discrimination

**5. New Business**

5.1. Moccasin Flats - Request for Federal Inquiry  
- Scheduled Delegate - John Malcolm

THAT the Regional Municipality of Wood Buffalo call upon the Federal Government for a Federal Inquiry into the matter of Moccasin Flats and that the Mayor be authorized, on behalf of Council, to send a letter to the Federal Government to support this request.

5.2. 2019 to 2020 Internal Audit Plan

THAT the 2019 to 2020 Internal Audit Plan be approved.

5.3. Strategic Plan Progress Report, Year-End 2018

THAT the Strategic Plan Progress Report for 2018 year-end be accepted as information.

5.4. AUMA Request - Resource Communities of Canada Coalition

THAT the Regional Municipality of Wood Buffalo support the Resource Communities of Canada Coalition.

**Adjournment**

**Minutes of a Special Meeting of the Council of the Regional Municipality of Wood Buffalo held in the 7<sup>th</sup> Floor Boardroom at the Municipal Offices in Fort McMurray, Alberta, on Tuesday, February 26, 2019, commencing at 12:00 PM.**

**Present:**

Don Scott, Mayor  
Mike Allen, Councillor  
Krista Balsom, Councillor  
Bruce Inglis, Councillor  
Sheila Lalonde, Councillor  
Keith McGrath, Councillor  
Phil Meagher, Councillor  
Jane Stroud, Councillor

**Absent:**

Verna Murphy, Councillor  
Jeff Peddle, Councillor  
Claris Voyageur, Councillor

**Administration:**

Annette Antoniak, Chief Administrative Officer  
Jamie Doyle, Deputy Chief Administrative Officer (via teleconference)  
Jade Brown, Chief Legislative Officer  
Lynda McLean, Director, Communications, Stakeholder, Indigenous and Rural Relations

**1. Call to Order**

Mayor D. Scott called the meeting to order at 12:00 p.m.

**2. In-Camera Session**

**MOTION:**

THAT Council close agenda items 2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 2.7 and 2.8 to the public pursuant to sections 23(1), 24(1), 25(1) and 27(1) of the *Freedom of Information and Protection of Privacy Act*.

**RESULT:** CARRIED [UNANIMOUS]  
**MOVER:** Bruce Inglis, Councillor  
**SECONDER:** Krista Balsom, Councillor  
**FOR:** Scott, Balsom, Inglis, Lalonde, Meagher, Stroud  
**ABSENT:** Allen, McGrath, Murphy, Peddle, Voyageur

## 2.1 Land Matter – Disclosure Harmful to Economic and Other Interests of a Public Body

(In camera pursuant to section 25(1) of the *Freedom of Information and Protection of Privacy Act*)

| Name             | Reason for Attending  |
|------------------|---|
| Annette Antoniak | Chief Administrative Officer  |
| Jamie Doyle      | Deputy Chief Administrative Officer                                   |
| Jade Brown       | Legislative Advice/Clerk  |
| Lynda McLean     | Director, Communications, Stakeholder, Indigenous and Rural Relations |
| Susan Trylinski  | Director, Legal Services  |
| Chris Davis      | Municipal Legal Counsel   |

## 2.2 Legal Matter – Privileged Information

(In camera pursuant to section 27(1) of the *Freedom of Information and Protection of Privacy Act*)

| Name             | Reason for Attending  |
|------------------|---|
| Annette Antoniak | Chief Administrative Officer  |
| Jamie Doyle      | Deputy Chief Administrative Officer                                   |
| Jade Brown       | Legislative Advice/Clerk  |
| Lynda McLean     | Director, Communications, Stakeholder, Indigenous and Rural Relations |
| Susan Trylinski  | Director, Legal Services  |
| Chris Davis      | Municipal Legal Counsel   |

## 2.3 Policy Options – Advice from Officials

(In camera pursuant to section 24(1) of the *Freedom of Information and Protection of Privacy Act*)

| Name             | Reason for Attending  |
|------------------|---|
| Annette Antoniak | Chief Administrative Officer  |
| Jamie Doyle      | Deputy Chief Administrative Officer                                   |
| Jade Brown       | Legislative Advice/Clerk  |
| Lynda McLean     | Director, Communications, Stakeholder, Indigenous and Rural Relations |
| Linda Ollivier   | Director, Financial Services  |
| Ray Cayen        | Manager, Financial Planning   |

## 2.4 Policy Options – Local Body Confidences and Advice from Officials

(In camera pursuant to sections 23(1) and 24(1) of the *Freedom of Information and Protection of Privacy Act*)

| Name             | Reason for Attending  |
|------------------|---|
| Annette Antoniak | Chief Administrative Officer  |
| Jade Brown       | Legislative Advice/Clerk  |
| Lynda McLean     | Director, Communications, Stakeholder, Indigenous and Rural Relations |

### Recess, Exit and Entrance

A recess occurred between 1:55 p.m. and 2:08 p.m., at which time Councillor P. Meagher exited the meeting and Councillor K. McGrath entered the meeting.

### Entrance

Councillor M. Allen joined the meeting at 2:17 p.m.

### **MOTION:**

THAT the meeting reconvene in public.

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| <b>RESULT:</b>   | <b>CARRIED [UNANIMOUS]</b>                             |
| <b>MOVER:</b>    | Krista Balsom, Councillor                              |
| <b>SECONDER:</b> | Sheila Lalonde, Councillor                             |
| <b>FOR:</b>      | Scott, Allen, Balsom, Inglis, Lalonde, McGrath, Stroud |
| <b>ABSENT:</b>   | Meagher, Murphy, Peddle, Voyageur                      |

### **Adjournment**

The meeting adjourned at 3:28 p.m.

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Mayor

\_\_\_\_\_

Chief Legislative Officer



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

OFFICE OF THE MAYOR

February 20, 2019

### **NOTICE OF SPECIAL IN-CAMERA MEETING**

Pursuant to Section 194 of the *Municipal Government Act*, RSA. 2000 c.M-26, a Special In-Camera Council Meeting is hereby scheduled to take place at 12:00 p.m. on the 26<sup>th</sup> day of February, 2019, in the 7<sup>th</sup> Floor Boardroom in the Jubilee Centre, to consider the following:

1. Legal Matter – Privileged Information  
(in camera pursuant to section 27(1) of the *Freedom of Information and Protection of Privacy Act*)
2. Land Matter – Disclosure Harmful to Economic and Other Interests of a Public Body  
(in camera pursuant to section 25(1) of the *Freedom of Information and Protection of Privacy Act*)
3. Policy Options – Local Public Body Confidences and Advice from Officials  
(in camera pursuant to section 23(1) and 24(1) of the *Freedom of Information and Protection of Privacy Act*)

Following adjournment of the Special In-Camera Meeting, Council will convene in the Council Chamber at 4:00 p.m. for the February 26, 2019 Regular Council Meeting.

Don Scott, QC  
Mayor  
Regional Municipality of Wood Buffalo

Minutes Acceptance: Minutes of Feb 26, 2019 12:00 PM (Consent Agenda)

**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, February 26, 2019, commencing at 4:00 PM.**

**Present:**

Don Scott, Mayor  
 Mike Allen, Councillor  
 Krista Balsom, Councillor  
 Bruce Inglis, Councillor  
 Sheila Lalonde, Councillor  
 Keith McGrath, Councillor  
 Phil Meagher, Councillor  
 Jane Stroud, Councillor  
 Claris Voyageur, Councillor

**Absent:**

Verna Murphy, Councillor  
 Jeff Peddle, Councillor

**Administration:**

Annette Antoniak, Chief Administrative Officer  
 Jade Brown, Chief Legislative Officer  
 Nina Caines, Manager, Parks  
 Elsie Hutton, Director, Corporate and Community Services  
 Lynda McLean, Director, Communications, Stakeholder, Indigenous and Rural Relations  
 Brad McMurdo, Director, Planning and Development  
 Linda Ollivier, Director, Financial Services  
 Susan Trylinski, Director, Legal Services  
 Anita Hawkins, Legislative Officer

**1. Call to Order**

Mayor D. Scott called the meeting to order at 4:06 p.m.

**2. Adoption of Agenda**

**Motion:**

THAT the Agenda be amended by removing Item 4.2 - Manny Makia - TEDxFortMurray;  
 and adding Item 7.3 - Hosting Elected Officials at FCM 2019;

THAT Council waive any requirement to serve notice relative to the proposed addition;  
 and

THAT the agenda be adopted as amended.

**RESULT:** CARRIED [UNANIMOUS]  
**MOVER:** Phil Meagher, Councillor  
**SECONDER:** Claris Voyageur, Councillor  
**FOR:** Scott, Allen, Balsom, Inglis, Lalonde, McGrath, Meagher, Stroud, Voyageur  
**ABSENT:** Murphy, Peddle

### 3. Consent Agenda

#### **MOTION:**

THAT the recommendations contained in items 3.1, 3.2 and 3.3 be approved.

#### **3.1. Council Meeting – February 12, 2019**

#### **MOTION:**

THAT the minutes of the Council Meeting held on February 12, 2019 be approved as presented.

#### **3.2. Letter of Support - City of Grande Prairie Application for Alberta Community Partnership Grant Application re: Intermunicipal Opioid Response**

#### **MOTION:**

THAT Council endorse the City of Grande Prairie's application for an Alberta Community Partnership grant for the development of an Alberta Intermunicipal Opioid Response.

#### **3.3. Bylaw No. 19/006 - Amendment to the Land Use Bylaw 99/059: General Regulations and Definitions Related to Separation Distance for Cannabis Retail Stores**

#### **MOTION:**

THAT Bylaw No. 19/006, being an amendment to the Land Use Bylaw, specific to Cannabis separation distances, be read a first time; and

THAT the required public hearing for Bylaw No. 19/006 be scheduled to occur on March 26, 2019.



**RESULT:** CARRIED [UNANIMOUS]  
**MOVER:** Mike Allen, Councillor  
**SECONDER:** Jane Stroud, Councillor  
**FOR:** Scott, Allen, Balsom, Inglis, Lalonde, McGrath, Meagher, Stroud, Voyageur  
**ABSENT:** Murphy, Peddle

#### 4. Presentations

##### 4.1. Major Stephen Hibbs - Salvation Army of Fort McMurray

Major Stephen Hibbs, Salvation Army of Fort McMurray, came forward, requesting financial support for renovations required to their shelter/housing facility located on MacDonald Avenue.

##### Assuming of Chair

Mayor D. Scott vacated the Chair and Acting Mayor Inglis assumed the Chair at 4:30 p.m.

##### **MOTION:**

THAT funding in the amount of \$195,334.23 be provided to the Salvation Army of Fort McMurray from the Community Initiative Reserves.

**RESULT:** CARRIED [UNANIMOUS]  
**MOVER:** Don Scott, Mayor  
**SECONDER:** Krista Balsom, Councillor  
**FOR:** Scott, Allen, Balsom, Inglis, Lalonde, McGrath, Meagher, Stroud, Voyageur  
**ABSENT:** Murphy, Peddle

##### Resuming of Chair

Mayor D. Scott resumed the Chair at 4:44 p.m.

##### 4.2. Manny Makia - TEDxFortMcMurray

This item was removed from the Agenda at the start of the meeting.

##### 4.3. Bylaw Services Update and RCMP Quarterly Report

Deanne Bergey, Senior Manager, RCMP Support and Bylaw Services, presented statistics for Bylaw Services, and Inspector Eric Stebenne, RCMP, presented the quarterly report for the Wood Buffalo RCMP Detachment.

Exits and Returns

Councillor K. McGrath exited the meeting at 4:50 p.m. and returned at 4:51 p.m.

Councillor K. Balsom exited the meeting at 5:01 p.m. and returned at 5:03 p.m.

**4.4. Wildfire Recovery Update**

Dennis Warr, Acting Manager, Operations, presented the Wildfire Recovery Update.

Exits and Returns

Councillor S. Lalonde exited the meeting at 5:08 p.m. and returned at 5:15 p.m.

Councillor B. Inglis exited the meeting at 5:26 p.m. and returned at 5:28 p.m.

Councillor K. Balsom exited the meeting at 5:28 p.m.

Concerns were raised regarding tree removal and trail restoration plans, specifically as they relate to the Birchwood Trail. Administration committed to meet with the Ptarmigan Nordic Ski Club to address their concerns.

With respect to questions related to Anzac, Administration committed to follow up with Regional Emergency Services to confirm whether or not controlled burns are scheduled in order to remove the piles of brush still sitting behind Anzac Village.

**5. Unfinished Business****5.1. Bylaw No. 19/003 - Committees Bylaw No. 17/024 Amendment Specific to the Establishment of the Wood Buffalo Development Advisory Committee**

Brad McMurdo, Director, Planning and Development provided an overview of the proposed Wood Buffalo Development Advisory Committee Bylaw No. 19/003.

Return

Councillor K. Balsom returned to the meeting at 5:30 p.m.

**MOTION:**

THAT Bylaw No. 19/003, being a bylaw to amend the Committees Bylaw No. 17/024, specific to establishing the Wood Buffalo Development Advisory Committee, be read a second time.

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| <b>RESULT:</b>   | <b>CARRIED [UNANIMOUS]</b>  |
| <b>MOVER:</b>    | Phil Meagher, Councillor  |
| <b>SECONDER:</b> | Mike Allen, Councillor  |
| <b>FOR:</b>      | Scott, Allen, Balsom, Inglis, Lalonde, McGrath, Meagher, Stroud, Voyageur |
| <b>ABSENT:</b>   | Murphy, Peddle  |

**MOTION:**

THAT Bylaw No. 19/003 be read a third and final time.

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| <b>RESULT:</b>   | <b>CARRIED [UNANIMOUS]</b>   |
| <b>MOVER:</b>    | Mike Allen, Councillor   |
| <b>SECONDER:</b> | Jane Stroud, Councillor  |
| <b>FOR:</b>      | Scott, Allen, Balsom, Inglis, Lalonde, McGrath, Meagher, Stroud,<br>Voyageur |
| <b>ABSENT:</b>   | Murphy, Peddle   |

**6. New Business****6.1. Procurement Policy**

Elsie Hutton, Director, Corporate and Community Services, along with Cindy Chiasson, Senior Manager, Procurement, presented the proposed amendments to the Procurement Policy.

Exit and Return

Councillor C. Voyageur exited the meeting at 5:35 p.m. and returned at 5:38 p.m.

Bryce Kumka, President of Chamber of Commerce, requested that further consultation occur with local stakeholders.

Exits and Returns

Councillor P. Meagher exited the meeting at 5:51 p.m. and returned at 5:55 p.m.

Councillor K. McGrath exited the meeting at 6:10 p.m. and returned at 6:15 p.m.

Councillor S. Lalonde exited the meeting at 6:12 p.m. and returned at 6:20 p.m.

Assuming of Chair

Mayor D. Scott vacated the Chair at 6:25 p.m. and returned at 6:29 p.m. during which time Acting Mayor B. Inglis assumed the Chair.

Exit and Return

Councillor M. Allen exited the meeting at 6:27 p.m. and returned at 6:29 p.m.

Councillor K. Balsom exited the meeting at 6:33 p.m. and returned at 6:36 p.m.

**MOTION:**

THAT Procurement Policy FIN-100, dated February 26, 2019, be approved;

THAT Procurement Policy PUR-100, dated January 26, 2016, be rescinded; and

THAT Administration be directed to engage with the local stakeholder groups in reviewing and developing administrative guidelines involving social procurement for strengthening local business involvement.

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| <b>RESULT:</b>   | <b>CARRIED</b>   |
| <b>MOVER:</b>    | Mike Allen, Councillor   |
| <b>SECONDER:</b> | Krista Balsom, Councillor  |
| <b>FOR:</b>      | Scott, Allen, Balsom, Lalonde, McGrath, Meagher, Stroud,<br>Voyageur |
| <b>AGAINST:</b>  | Inglis   |
| <b>ABSENT:</b>   | Murphy, Peddle   |

## 6.2. Municipal Census 2018

Christopher Booth, Manager, Community Development Planning, and Kodjo Efu, Supervisor, Socio-Economic, presented the results of the 2018 Municipal Census.

### Exit and Return

Councillor C. Voyageur exited the meeting at 6:40 p.m. and returned at 6:43 p.m.

### **MOTION:**

THAT the Municipal Census 2018 results be accepted as information for Municipal planning purposes.

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| <b>RESULT:</b>   | <b>CARRIED [UNANIMOUS]</b>   |
| <b>MOVER:</b>    | Mike Allen, Councillor   |
| <b>SECONDER:</b> | Krista Balsom, Councillor  |
| <b>FOR:</b>      | Scott, Allen, Balsom, Inglis, Lalonde, McGrath, Meagher, Stroud,<br>Voyageur |
| <b>ABSENT:</b>   | Murphy, Peddle   |

## 7. Councillors' Motions

### 7.1. Clearwater Horse Club

Councillor J. Stroud put forward the following motion and provided an overview of the matter.

### **MOTION:**

THAT the Mayor be authorized to send a letter to the Premier of Alberta and the Minister of Environment & Parks, urging Provincial Government Departments to work collaboratively with the Clearwater Horse Club, the "Club", in allowing sufficient time for the Club to create a plan to address the rehabilitation of deficiencies as it relates to water and land issues on their current leased land.

Connie Stevens, Chair of the Clearwater Horse Club, spoke in support of the recommendation.

#### Exit and Return

Councillor S. Lalonde exited the meeting at 7:30 p.m. and returned at 7:34 p.m.

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| <b>RESULT:</b>   | <b>CARRIED [UNANIMOUS]</b>  |
| <b>MOVER:</b>    | Jane Stroud, Councillor   |
| <b>SECONDER:</b> | Phil Meagher, Councillor  |
| <b>FOR:</b>      | Scott, Allen, Balsom, Inglis, Lalonde, McGrath, Meagher, Stroud, Voyageur |
| <b>ABSENT:</b>   | Murphy, Peddle  |

#### Assuming of Chair

Mayor D. Scott vacated the Chair and Acting Mayor B. Inglis assumed the Chair at 7:38 p.m.

### **7.2. Weather Catcher**

Mayor D. Scott put forward the following motion and accepted a friendly amendment from Councillor M. Allen to add the words “and completion cost” between the words “ongoing maintenance” and “for the weather catcher”.

#### Exits and Returns

Councillor C. Voyageur exited the meeting at 7:49 p.m. and returned at 7:52 p.m.

Councillor J. Stroud exited the meeting at 7:52 p.m. and returned at 7:56 p.m.

#### **MOTION:**

THAT Administration be directed to determine the cost necessary to dismantle the weather catcher and identify alternative options for that space and disclose the projected ongoing maintenance and completion cost for the weather catcher.

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| <b>RESULT:</b>   | <b>CARRIED [UNANIMOUS]</b>  |
| <b>MOVER:</b>    | Don Scott, Mayor  |
| <b>SECONDER:</b> | Phil Meagher, Councillor  |
| <b>FOR:</b>      | Scott, Allen, Balsom, Inglis, Lalonde, McGrath, Meagher, Stroud, Voyageur |
| <b>ABSENT:</b>   | Murphy, Peddle  |

### 7.3. Hosting Elected Officials

Mayor D. Scott put forward the following motion and provided an overview on the matter.

#### MOTION:

THAT Administration identify opportunities to showcase the Regional Municipality of Wood Buffalo and the Oilsands and host elected officials during the Federation of Canadian Municipalities 2019 Annual Conference and Trade show being held in Quebec City, Thursday, May 30, 2019 - Sunday, June 2, 2019; and

THAT Administration be authorized to expend such funds from existing budgets as are necessary to host a hospitality suite showcasing the Regional Municipality of Wood Buffalo and the Oilsands, and arrange an educational dinner, and invite elected officials including the Prime Minister, the Premier of Quebec, the Mayor and Council of Quebec City, the Mayor and Council of Montreal, and any other elected officials identified by Administration for the purpose of strengthening relationships and showcasing our region.

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| <b>RESULT:</b>   | <b>CARRIED [UNANIMOUS]</b>  |
| <b>MOVER:</b>    | Don Scott, Mayor  |
| <b>SECONDER:</b> | Krista Balsom, Councillor   |
| <b>FOR:</b>      | Scott, Allen, Balsom, Inglis, Lalonde, McGrath, Meagher, Stroud, Voyageur |
| <b>ABSENT:</b>   | Murphy, Peddle  |

#### Resuming of Chair

Mayor D. Scott resumed the Chair at 7:59 p.m.

#### Adjournment

The meeting adjourned at 7:59 p.m.

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Mayor

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Chief Legislative Officer



## COUNCIL REPORT

Meeting Date: March 12, 2019

**Subject: Bylaw No. 19/005 - Integrity Commissioner Bylaw**

**APPROVALS:**

**Annette Antoniak**

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Director

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Chief Administrative Officer

**Recommended Motion:**

THAT Bylaw No. 19/005, being the Integrity Commissioner Bylaw, be read a first time.

**Summary:**

The Council Code of Conduct Bylaw ("Code of Conduct") governs the conduct of Council Members and provides a process for reporting improper or inappropriate conduct by a Council Member. The Integrity Commissioner would be responsible for receiving, investigating and adjudicating potential complaints regarding the ethical behaviour of Council Members.

**Background:**

The Code of Conduct provides standards to guide the conduct of Council Members in carrying out their respective roles and responsibilities as set out in the *Municipal Government Act* and other legislation. When representing the Regional Municipality of Wood Buffalo, Council Members must perform their functions and duties in a conscientious and diligent manner with integrity, accountability and transparency.

Presently, any formal complaints are made through the Whistleblower Policy. After reviewing the structure set up by other Alberta municipalities, it has become apparent that a best practice approach is to establish the role of an Integrity Commissioner. The role of the Integrity Commissioner would be, as a third party, to receive, review, investigate and adjudicate formal complaints into any events alleged to contravene the Code of Conduct or any other policies, rules or procedures governing the ethical behaviour of Council Members.

The proposed bylaw establishes the role of the Integrity Commissioner and outlines the complaint procedure as well as amends the Code of Conduct to require complaints be addressed to the Integrity Commissioner and remove references to the Whistleblower Policy, which is also being amended to reflect the proposed change in the complaint process.

**Budget/Financial Implications:**

Any costs associated with the establishment of the role of Integrity Commissioner would be allocated to Council's budget.

**Rationale for Recommendation:**

Based on benchmarking with other Alberta municipalities, it is being recommended that the role of an Integrity Commissioner be established to receive, review, investigate and adjudicate complaints into the ethical behaviour of Council Members.

**Strategic Priorities:**

Responsible Government

**Attachments:**

**Bylaw No. 19/005 - Integrity Commissioner Bylaw**



## BYLAW NO. 19/005

### A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO ESTABLISH THE ROLE OF AN INTEGRITY COMMISSIONER

**WHEREAS** section 145 of the *Municipal Government Act*, R.S.A. 2000, c.M-26, as amended, (“Act”) provides that a council may pass bylaws in relation to procedures to be followed by council;

**AND WHEREAS** section 146.1 of the Act indicates that a council must, by bylaw, establish a code of conduct governing the conduct of councillors;

**AND WHEREAS** the Council Code of Conduct Bylaw contemplates a role for an Integrity Commissioner;

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

#### Short Title

1. This Bylaw may be cited as the “Integrity Commissioner Bylaw”.

#### Definitions

2. The following definitions will apply in interpreting this Bylaw, unless the context otherwise requires:
  - (a) “Act” means the *Municipal Government Act*, R.S.A. 2000, c.M-26, as amended, or any successor legislation;
  - (b) “Administration” means the administrative and operational arm of the Municipality, comprised of the various departments and business units and including all employees who operate under the leadership and supervision of the Chief Administrative Officer;
  - (c) “Chief Administrative Officer” or “CAO” means the individual appointed by Council to the position of Chief Administrative Officer of the Regional Municipality of Wood Buffalo and includes anyone appointed in an interim or acting capacity;
  - (d) “Code of Conduct” means the Council Code of Conduct Bylaw No. 18/009, or any successor bylaw or enactment;
  - (e) “Council” means the elected council of the Regional Municipality of Wood Buffalo;

- (f) “Formal Complaint” means a request by Council, a Council Member, the Chief Administrative Officer, Administration, a resident of the Municipality, or a person who has a business, institutional or other premises in the Municipality, that the Integrity Commissioner will conduct an inquiry into an event or series of events alleged to contravene the Code of Conduct or any other policies, rules or procedures governing the ethical behaviour of Members.
- (g) “Member” means a member of Council and includes a councillor or the Mayor.
- (h) “Municipality” means the Regional Municipality of Wood Buffalo.

### **Appointment**

- 3. Council will appoint an individual, group or organization to fulfill the duties of the Integrity Commissioner for a two-year term, with the possibility of one-year term extensions.
  - (a) If a group or organization is appointed, one individual within that group or organization will be designated as the Integrity Commissioner.
  - (b) Where no appointment has been made under section 3(a), the Chief Administrative Officer will secure a third party to carry out one or more of the duties set out in this Bylaw.
- 4. The Integrity Commissioner appointed should possess the following qualifications:
  - (a) proven impartiality, neutrality and high ethical standards;
  - (b) senior-level management, municipal, legal, judicial or quasi-judicial experience;
  - (c) knowledge of municipal or other administrative law;
  - (d) knowledge of municipal governance;
  - (e) ability to interpret and apply the provisions of various statutes, regulations, policies and other enabling frameworks;
  - (f) knowledge of investigatory procedures and applicable legal principles, particularly as they relate to evidence, legal interpretation and natural justice; and
  - (g) an ability to provide services on an as-needed basis.

5. The Integrity Commissioner appointed must:
- (a) Have no other dealings, in an official capacity, or employment with the Municipality;
  - (b) Have no financial interest in the work of the Municipality;
  - (c) Not be involved in or have a relationship with political campaigns/endorsements, or other related conflict of interest specific to the Municipality; and
  - (d) Have no familial or professional relationship with any present or past Member.

### **Role**

6. The role of the Integrity Commissioner is to receive, review, investigate and adjudicate Formal Complaints, and if a contravention of the Code of Conduct or any other policies, rules or procedures governing the ethical behaviour of Members is established, to provide recommendations to Council regarding the imposition of a sanction.

### **Duties**

7. The Integrity Commissioner will:
- (a) Receive, review, investigate and adjudicate complaints based on the Formal Complaint Procedure outlined in this Bylaw.
  - (b) Determine whether the matter is within the jurisdiction of the Integrity Commissioner to process;
  - (c) Determine whether to proceed to investigate a Formal Complaint or dispose of the Formal Complaint in a summary manner;
  - (d) Ensure that Formal Complaints are fully and fairly investigated;
  - (e) Respect confidentiality of information and documentation received and reviewed when investigating;
  - (f) Provide advice and recommendations to Council regarding amendments to the Code of Conduct and any other policies, rules or procedures governing Members' ethical behaviour;
  - (g) Prepare and deliver an annual report to Council containing a summary of the Integrity Commissioner's activities during the calendar year.

8. The Integrity Commissioner will complete any investigation begun during their term notwithstanding the expiry of their term and this Bylaw will continue to apply with necessary modifications unless other arrangements are made and agreed upon by the Integrity Commissioner.
9. If the Integrity Commissioner has not begun an investigation into a Formal Complaint during their term, the Integrity Commissioner next appointed will begin and complete the investigation.

### **Formal Complaint Procedure**

10. The following Formal Complaint Procedure must be adhered to by the Integrity Commissioner:
  - (a) All Formal Complaints must be made in writing and be dated. Anonymous complaints will not be accepted.
  - (b) All Formal Complaints must be addressed to the Integrity Commissioner.
  - (c) The Formal Complaint must set out reasonable and probable grounds for the allegation that the Member has contravened the Code of Conduct or any other policies, rules or procedures governing the ethical behaviour of Members, including a detailed description of the facts, as they are known, giving rise to the allegation.
  - (d) A Formal Complaint must be received by the Integrity Commissioner no later than 60 days after the date the person became aware of the conduct giving rise to the Formal Complaint. The Integrity Commissioner may use their discretion to grant extensions if:
    - (i) the delay occurred in good faith;
    - (ii) it is in the public interest to conduct an investigation or to give consideration whether to conduct an investigation; and
    - (iii) no substantial prejudice will result to any person because of the delay.
  - (e) Upon receipt of a Formal Complaint the Integrity Commissioner will conduct a preliminary review of the Formal Complaint to determine whether to proceed with investigating or disposing of the Formal Complaint in a summary manner.
    - (i) The Integrity Commissioner may request further information from the Complainant as part of the preliminary review before determining whether to proceed to investigate the Formal Complaint or dispose of the Formal Complaint in a summary manner.

- (ii) If the Formal Complaint is not, on its face, a complaint with respect to the non-compliance of the Code of Conduct or any other policies, rules or procedures governing the ethical behaviour of Members, the Integrity Commissioner will advise the Complainant, in writing, that the matter is not within the jurisdiction of the Integrity Commissioner to process, with any additional reasons and referrals to the appropriate authority as the Integrity Commissioner considers appropriate.
  - (iii) If the Integrity Commissioner believes a Formal Complaint is frivolous or is not made in good faith, or that there are no grounds or insufficient grounds for investigating, the Integrity Commissioner will not investigate, or, where that becomes apparent during investigation, terminate the investigation. In that event, the Complainant is to be notified of the Integrity Commissioner's decision in writing.
  - (iv) Other than in exceptional circumstances, the Integrity Commissioner will not report to Council on any Formal Complaint described in subsections (ii) or (iii) except as part of an annual or other periodic report.
- (f) If the Formal Complaint is within the jurisdiction of the Integrity Commissioner and was not dismissed under section 10(e) above, the Integrity Commissioner must take such steps as the Integrity Commissioner deems appropriate to investigate the Formal Complaint and may attempt to resolve the Formal Complaint.
- (g) If necessary, after a review is done of the materials submitted, the Integrity Commissioner may speak to anyone, access and examine any other documents or electronic material in control and custody of the Municipality and may enter any Municipal facility or workplace relevant to the Formal Complaint.
- (i) If any document or electronic material in the control and custody of the Municipality is requested by the Integrity Commissioner, Administration or the CAO must provide same.
- (h) The Integrity Commissioner will not issue a report to Council finding a violation of the Code of Conduct on the part of any Member unless the Member has had reasonable notice of the basis for the proposed finding and any recommended sanction and an opportunity either in person or in writing to comment on the proposed finding and any recommended sanction.

- (i) The Integrity Commissioner will report to the Complainant and the Member upon completion of the Integrity Commissioner's report no later than 90 days after receiving the Formal Complaint.
  - (i) The 90-day timeline may be extended by the Integrity Commissioner depending on the nature and complexity of the investigation.
  - (ii) Reasonable notice will be provided to the Complainant, the Member and Council as a whole.
- (j) All reports from the Integrity Commissioner to Council, other than annual or periodic reports or updates, are confidential and will be considered by Council in camera.
- (k) Public disclosures of complaint investigation reports or any other records of the Integrity Commissioner will be subject to any exceptions to disclosure outlined in the *Freedom of Information and Protection of Privacy Act*, R.S.A. 2000, c.F-25, as amended.
- (l) Where the Formal Complaint is substantiated in whole or in part, the Integrity Commissioner will also report their findings, the terms of any settlement, or recommend corrective action to Council.
- (m) Where the Formal Complaint is dismissed, other than in exceptional circumstances, the Integrity Commissioner will not report to Council except as part of an annual or periodic report or update.
- (n) If the Integrity Commissioner determines that there has been no contravention of the Code of Conduct, or any other policies, rules or procedures governing the ethical behaviour of Members, or that a contravention occurred although the Member took reasonable action or measures to prevent it, or that a contravention occurred that was trivial or committed through inadvertence of an error of judgement made in good faith, the Integrity Commissioner will so state in the report and will recommend that no sanction be imposed.
- (o) Council will consider and respond to the Integrity Commissioner's report at the next regularly scheduled Council meeting following receipt of the report, unless circumstances warrant the report's consideration be deferred to a subsequent regular or special Council meeting.
- (p) In responding to the Integrity Commissioner's report, Council may vary a recommendation to impose a penalty, subject to the Act.

- (q) The Integrity Commissioner by way of a report to Council on whether a Member has violated the Code of Conduct will only disclose such matters as in the Integrity Commissioner's opinion are necessary for the purposes of the report. Any such disclosure must be provided in accordance with the provisions of the *Freedom of Information and Protection of Privacy Act*, R.S.A. 2000, c.F-25, as amended.
- (r) Should Member(s) not cooperate fully with, obstruct or in any way attempt to influence the Integrity Commissioner in any investigation or adjudication of a Formal Complaint, such details will be disclosed in the Integrity Commissioner's report to Council.

### **Amendments and Coming into Force**

11. The Code of Conduct Bylaw, Bylaw No. 18/009, is amended by:

- (a) Deleting Section 2.1.e.
- (b) Adding the following definition as Section 2.1.c.1  

“Council means the elected council of the Regional Municipality of Wood Buffalo;”
- (c) Replacing Section 17.3. with the following:  

“17.3. All complaints made pursuant to this Bylaw regarding councillors or the Mayor shall be directed to the Integrity Commissioner. All other complaints made pursuant to this Bylaw regarding members of council committees or other boards who are not councillors or the Mayor shall be directed to the Chief Administrative Officer to be addressed in accordance with the process outlined in the Whistleblower Directive, or any successor bylaw, policy or directive that Council may authorize.”
- (d) Adding the following as Section 17.4:  

“17.4 Members have a duty to cooperate fully with the Integrity Commissioner when requested and must not obstruct or influence the Integrity Commissioner in any investigation or adjudication of a Formal Complaint.”

and renumbering the remaining section as Section 17.5.

12. This Bylaw comes into effect the date it is passed.

Read a first time this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

Read a second time this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

Read a third time and final time this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

Signed and Passed this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

\_\_\_\_\_  
Mayor

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





## COUNCIL REPORT

Meeting Date: March 12, 2019

### **Subject: Moccasin Flats - Request for Federal Inquiry**

#### **APPROVALS:**

**Annette Antoniak**

\_\_\_\_\_  
Director

\_\_\_\_\_  
Chief Administrative Officer

#### **Recommended Motion:**

THAT the Regional Municipality of Wood Buffalo call upon the Federal Government for a Federal Inquiry into the matter of Moccasin Flats and that the Mayor be authorized, on behalf of Council, to send a letter to the Federal Government to support this request.

#### **Summary and Background:**

Moccasin Flats ("the Flats") is an area of land at the confluence of the Athabasca and Clearwater Rivers. The Indigenous residents who lived there were forced to move from their homes to make way for urban development.

On June 19, 2018, a presentation was given to Council concerning the Flats, the eviction, the ongoing dialogue between the RMWB and the First Nations and Métis people concerning the November 8, 2016 Indigenous and Rural Relations report and the Calls to Action arising from the Truth and Reconciliation Commission of Canada.

On July 20, 2018, Council unanimously approved a Resolution: *"That the Municipality Support and collaborate with the Indigenous Community of Wood Buffalo to Reconcile Moccasin Flats in a manner that is meaningful into all that have been impacted by the event which took place; and That the Municipality call upon the provincial government to undertake a public inquiry into Moccasin Flats."*

On August 10, 2018, Council requested the Premier, who referred the matter to the Alberta Minister of Indigenous Relations, Richard Feehan ("the Minister"), for the province to call a public inquiry into the matter of the Flats.

On September 11, 2018, the Minister responded that he understood that Métis Local 1935 had commissioned the Report concerning the Flats and that calling an inquiry before the Report was provided would be premature.

In September 2018, a report prepared by Hereward Longley and Tara Joly entitled *"The Moccasin Flats Eviction: Metis Home, Forced Relocation, Resilience in Fort McMurray"*

*Alberta*” was released by the Fort McMurray Métis Local 1935 (“the Report”).

On November 1, 2018, Mayor Scott wrote to Minister Feehan asking the Minister to coordinate a meeting of relevant parties to discuss options regarding Moccasin Flats.

Since November 1, 2018, RMWB has not heard back from the Minister regarding its request for a public inquiry.

**Rationale for Recommendation:**

Following a thorough review of the matter to date, both legal counsel and Administration recommends that Council call on the Federal Government to undertake a Federal Inquiry into the Flats as this will ensure that all affected and interested parties are consulted with on the matter to achieve transparency, inclusiveness and completeness.

**Strategic Priorities:**

Responsible Government  
Rural and Indigenous Communities and Partnerships



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

## 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  | March 12, 2019   |
| Name of Presenter(s)  | John Malcolm   |
| Organization Represented  | The Original Fort McMurray First Nation & The Clearwater River Band #175   |
| Topic   | "Moccasin Flats" forced displacement of our citizens   |
| Please List Specific Points/Concerns  | See attached   |
| Action Being Requested of Council   | The Clearwater River Band #175 (Direct Decendants) would like to request the RMWB Mayor & Council demand a Public Inquiry from the Canadian Government (Federal) into what we feel is the forced displacement of our citizens who resided in Fort McMurray "Moccasin Flats" & Waterways, AB. |
| <p><b>Are you providing any supporting documentation (ie: Powerpoint)?</b> <input checked="" type="radio"/> Yes <input type="radio"/> 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 <a href="mailto:Legislative.Assistants@rmwb.ca">Legislative.Assistants@rmwb.ca</a>.</p> |  |

*As per Procedure Bylaw No. 14/025, a request to make a presentation may be referred or denied.*

Attachment: 2019-03-08 John Malcolm RFP (Scheduled Delegate - John Malcolm)



# CLEARWATER RIVER BAND #175

119 Hilyard Crescent

Anzac, AB T0P 1J0

Phone: (780) 334-2545

## FACSIMILE TRANSMISSION

DATE SENT: March 06/19

ATTENTION: CHIEF Legislative Officer

RMWB 9909 Franklin Ave

# of copies:       

(Including this page)

FT McMurray AB. 29H-2K4

Fax # 780-743-7028

REMARKS

The Clearwater River Band #175  
(Direct Descendants) would like  
To Request the Regional Municipality  
of Wood Buffalo Mayor & Council  
Demand a "Public Enquiry"  
from the Canadian Government  
(Federal) into what we feel  
is The Forced Displacement of our  
citizens who resided in Fort McMurray

"moccasin Flats"

Regards

\* Waterways. AB.

\* Note

We would like to present ORALLY  
 and written letter at  
 Council Meeting March 12/19.

*[Signature]*

Band Manager

For C.W.R. Band #175

Attachment: 2019-03-08 John Malcolm RFP (Scheduled Delegate - John Malcolm)

#2.

The Original Fort McMurray  
FIRST NATION CHIEF & Council  
would like to Request The  
Honourable Mayor and Council  
Demand a "Public Inquiry"  
From the Federal Canadian Government  
into what we feel is the  
Forced Displacement of our Citizens  
who resided in "Moccasin Flats"  
and Waterways AB. (Including May 14, 1981)

We would like to present "orally"  
and with a written letter at  
city council meeting on  
March 12/19.

We would also like to know  
if the Honourable Mayor and Council  
are going to support The NACTS  
local 1935 in Their Request For  
"land" and waive their right to  
participate in a "Public Inquiry"

Yours Truly,

John Malcol

Interim Chief O.E.N.F.N.

Attachment: 2019-03-08 John Malcolm RFP (Scheduled Delegate - John Malcolm)





Collection

50 people in front of Paul Fontaine's Teepee at West End of Franklin Avenue ca  
bing the Land Monopoly in Fort McMurray, January 12, 1923

Attachment: 2019-03-08 John Malcolm RFP (Scheduled Delegate - John Malcolm)



McMURRAY — There's no room in Moccasin Flats.

Metis families on the Flats, all of them, are digging in their heels against an attempt to move the property they have occupied for decades.

Families, mostly pensioners and manual workers, live along the Bow River on a narrow strip of land the town wants for an industrial complex; road allowances are being sold.

Officials told the 25 natives they would have to move because they were squatting on property designated a road allowance. The residents disagree with them and simply refuse to move.

"There's no way I'm going to move," says Walter Malcolm, 53-year-old. "I was born here, and I'm not letting them drive us out."

Malcolm lives alone in a 10-foot-wide shack. However, he claims the land is a road allowance, but is within the Clearwater high water mark, so qualifies as Crown land, which the Metis can live by squatters' rights.

Chuck Knight says he is negotiating with provincial officials and the Alberta Housing Corp. to provide a relocation site by the river under a native housing program.

Mayor Knight said there is little in his mind that the natives are clinging on a road allowance they will have to come to the town.

He added that "the town will negotiate with the people who have been long-term residents of the area." This could be followed to thwart come-latelies.

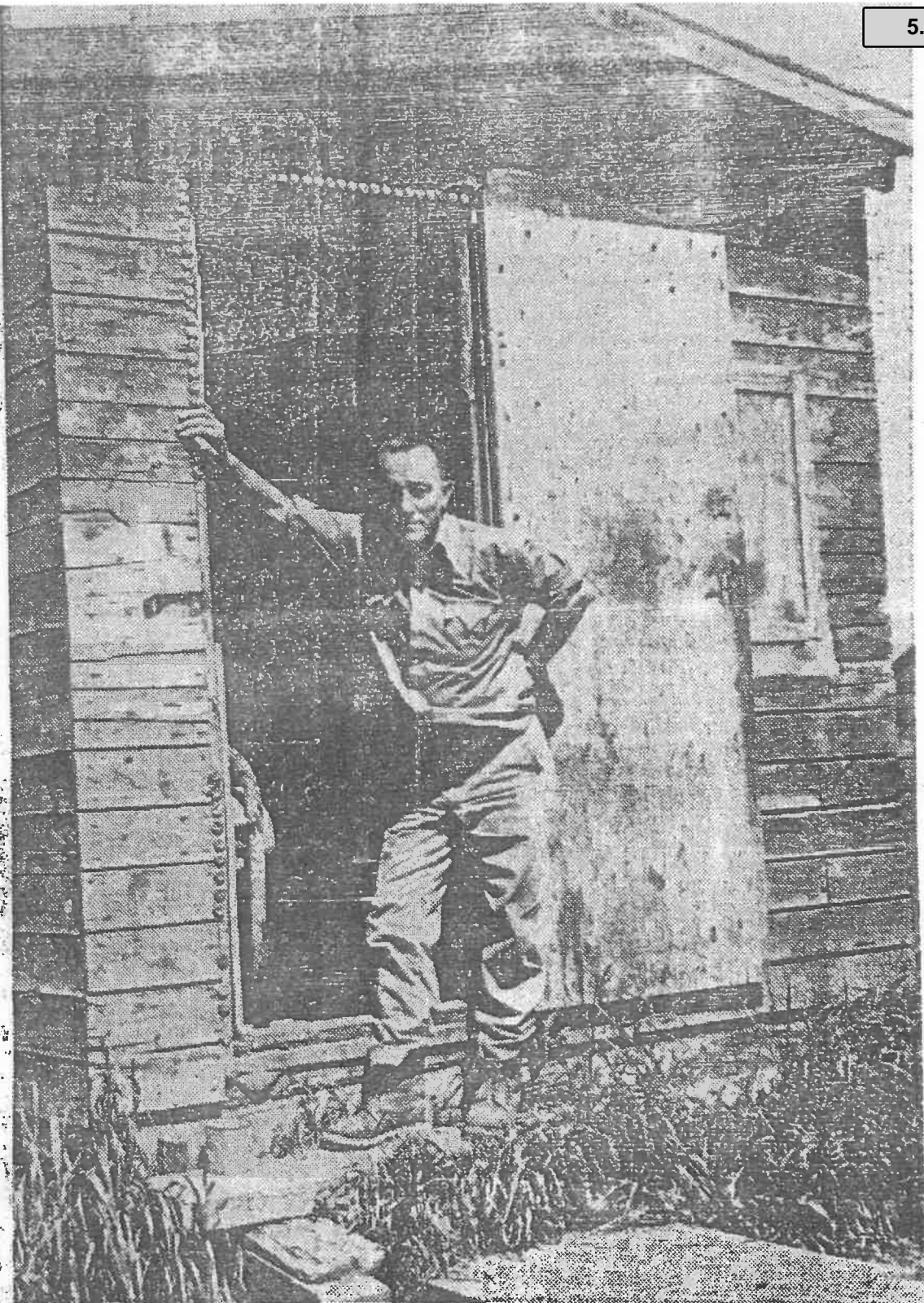
Only after they heard the town might supply relocation land and rezoned housing, he said.

Even if they are offered a place to move out of the old shacks which lack water and sewers, most of the people of Moccasin Flats still won't move.

Currie, a resident of the Flats for 40 years, says he doesn't want deals that may be offered as soon as they get you out of the property, it's easy to say the word "move."

The tight huddle of shacks, and tiny homes had gone unnoticed for decades as a furray sprang up around them. After year, the Metis residential lives on the Flats any complaints being suggestions made that they should be moved off the land, flooded almost every

problem started when Syncrude Northward Development began construction earlier on an apartment com-



Walter Malcolm is adamant about keeping his home in the flats

contractors built a high plywood fence that comes within 15 feet of some dwellings.

With a plywood fence blocking their view and the daily construction noise interrupting their peace, Mayor Knight says he thinks the natives will want to move away before long.

"It's not just a case of the apartment people wanting them moved, but a case of the natives soon wanting to get away from the apartment," he said.

away from the apartment building, but says he'll only go if the relocation area is close to downtown.

Mr. Gladue is also worried his house may be further damaged by debris falling from the 13-storey apartment building.

Four weeks ago, a large chunk of cement landed on his roof during the afternoon.

Suspicious that it might have been thrown deliberately, the pensioner went to police. They told him to complain to the construc-

tioning workers inside the construction compound.

While Mayor Knight is confident an amicable agreement can be reached with the Moccasin Flats residents, Mr. Malcolm isn't so certain.

"We'll likely have to move if they get a court order, but I'm going to be mad. I've known most of those town officials since they were knee high, and now they do this."

"Can't they see



**Attachment: 2019-03-08 John Malcolm RFP (Scheduled Delegate - John Malcolm)**

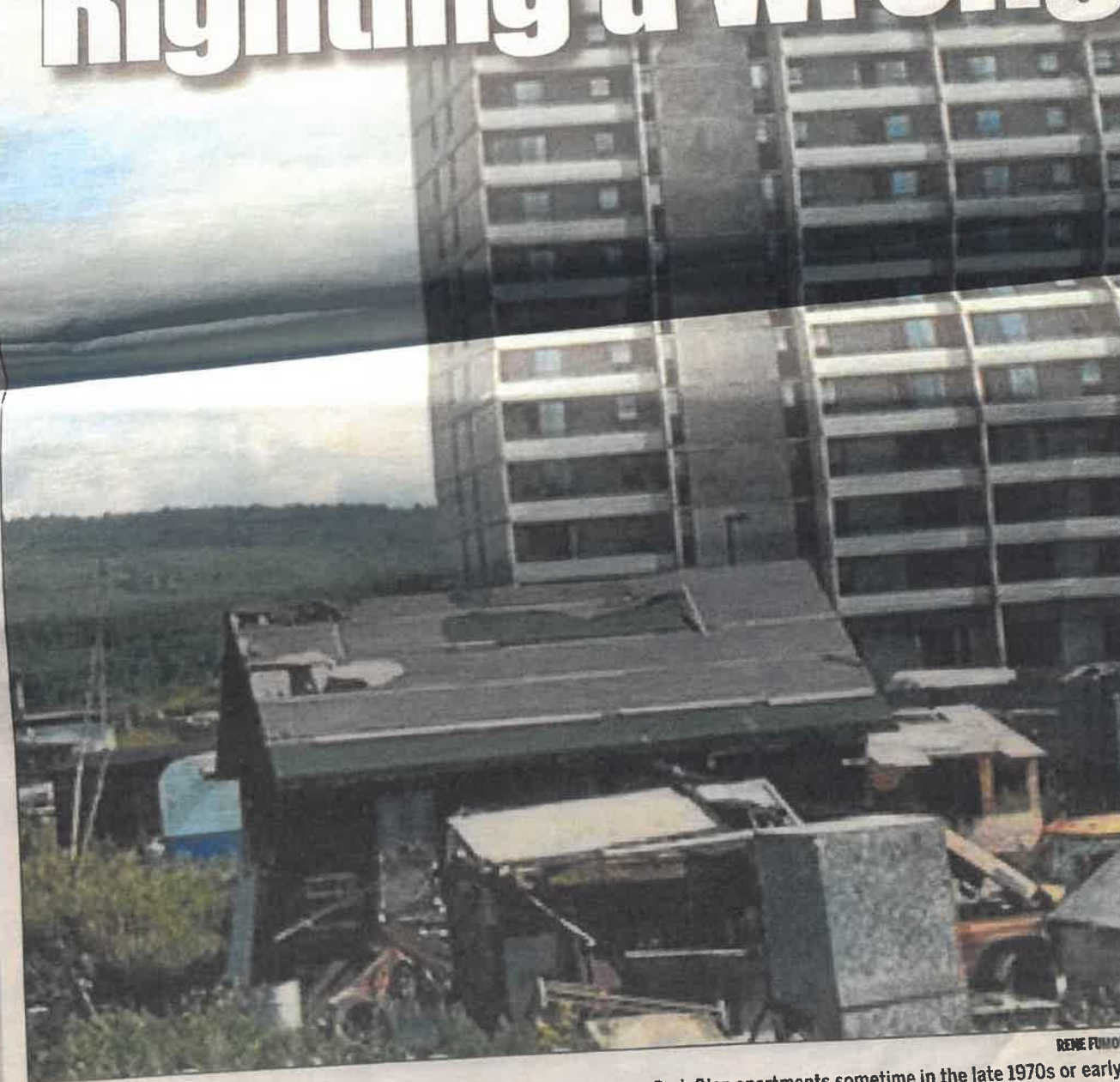


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# Righting a wrong

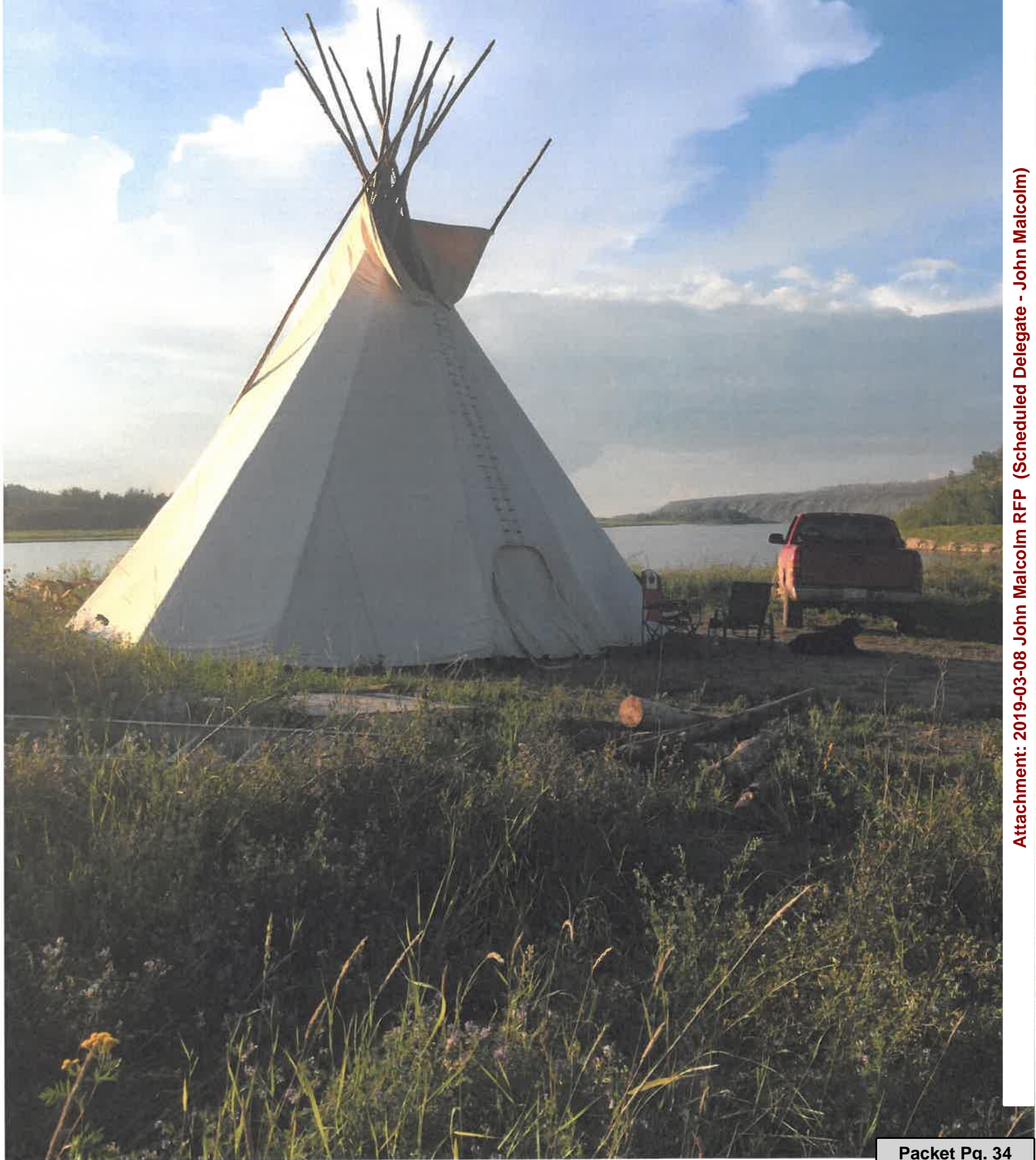


An Indigenous community of Métis and First Nation residents sits by the River Park Glen apartments sometime in the late 1970s or early 1980s. This is a file photo from the Northwest Territories Archives. Wood Buffalo's municipal council is reviewing the city government's role of the day re forced eviction of the Indigenous community and considering next steps. P.2

RENE FUMOL

Attachment: 2019-03-08 John Malcolm RFP (Scheduled Delegate - John Malcolm)











## COUNCIL REPORT

Meeting Date: March 12, 2019

**Subject: 2019 to 2020 Internal Audit Plan**

**APPROVALS:**

**Annette Antoniak**

\_\_\_\_\_  
Director

\_\_\_\_\_  
Chief Administrative Officer

**Recommended Motion:**

THAT the 2019 to 2020 Internal Audit Plan be approved.

**Summary:**

The Internal Audit Plan is a requirement under the Internal Audit Charter which provides a disciplined approach to the identification and approval of internal audit projects on an annual basis. Annual endorsement from Council is sought to ensure the planned internal audit aligns with identified risk areas. Nine internal audits and two consulting engagements have been identified for 2019, three internal audits are in progress from 2018. Six internal audits have been identified for 2020.

**Background:**

The Internal Audit Plan is extracted from the Audit Universe, which represents the identified potential range of audit activities within the Municipality. The Audit Universe is risk ranked based on the likelihood and consequence of specific audit objective events. The Internal Audit Plan is updated annually to reflect any changes and seeks endorsement from Council each year.

**Rationale for Recommendation:**

Endorsement for the Internal Audit Plan allows for approval and direction of audit projects.

**Strategic Priorities:**

Responsible Government

**Attachments:**

**1. 2019 Audit Plan**



REGIONAL MUNICIPALITY  
OF **WOOD BUFFALO**

**2019 - 2020 Internal Audit Plan**

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## Internal Audit Plan Development

### PURPOSE OF AN INTERNAL AUDIT PLAN

A formal Internal Audit Plan is to provide a disciplined approach to the identification of potential internal audit projects. Formal planning has benefits, such as:

- Creating a focus on high-risk or high-priority areas.
- Provides the basis for the involvement of clients and stakeholders in the Internal Audit planning process.
- Ensures all departments and branches are considered for internal audit attention during the planning process.
- Serves as a standard against which to measure the performance of the internal audit function within the Municipality.

### INTERNAL AUDIT PLANNING PROCESS

1. Internal Audit function creates the Audit Universe which represents the potential range of all internal audit activities within the Municipality.
2. The Audit Universe is risk ranked based on likelihood and consequence of specific audit objective events.
3. Financial Services Department proposes the Internal Audit Plan to the Chief Administrative Officer for consideration.
4. Director of Financial Services to present the proposed Internal Audit Plan to Council for consideration.
5. Obtain endorsement from Council.

The plan is based on risks and priorities that exist as at November 5, 2018. The Financial Services Department will update the Internal Audit Plan annually and report changes to Council each year.

### BACKGROUND

The Municipality houses the internal audit function within the Financial Services Department. There is currently one Internal auditor employed by the Municipality. Internal Audit tasks which require subject matter experts or additional auditors will be outsourced through the internal audit contractor, Meyers Norris Penny (MNP) Edmonton firm.

In addition to the annual internal audits planned, when an independent and objective assurance opinion is required the internal audit function will engage in consulting engagements which are requested directly from departments within the Municipality. These requests are undertaken at the discretion of the Internal Audit function.

## 2019 Proposed Audit Objectives

### DEVELOPMENT PERMITS

To assess the effectiveness of controls over the development permit process and to determine if controls are working as intended. The scope of this audit will include a review of the complete development permit process from applications to final approval of permits and will be conducted on a sample basis.

Status: Objective approved by Council in the 2018-2019 Internal Audit Plan and carried forward from 2018

### ANIMAL SERVICES

To assess the animal control program processes and services offered in-house by Bylaw Services; including facility upkeep, retrieval and release of animals, extraordinary veterinarian care, and animal licensing.

Status: Objective approved by Council in the 2017-2018 Internal Audit Plan

### ENVIRONMENTAL MANAGEMENT

To determine if the Municipality has an appropriate environmental management governance framework to ensure internal environmental strategic objectives and legislative requirements are met. That the reported results for environmental strategies are reliable, accurate and complete, and that the processes to choose the targets for environmental strategic objective indicators are appropriate. Consultant engagement would be required.

Status: Objective approved by Council in the 2017-2018 Internal Audit Plan

### FLEET SERVICES COMPLETE REVIEW

To perform a complete review of the Fleet Services branch systems, processes, and controls in place. Systems under review will include the Automatic Vehicle Location (AVL) and RTA Fleet Management Software. The audit will focus on system training, implementation and use; fleet right-sizing; inventory control; vehicle and equipment maintenance; and fleet procurement process.

Status: Vehicle and Equipment Maintenance objective approved by Council in the 2017-2018 Internal Audit Plan; the scope has expanded in the proposed revised objective



**RECYCLING AND GARBAGE COLLECTION PROGRAM**

To evaluate the effectiveness of the Municipality's recycling efforts, curbside recycling, and garbage collection program. The audit will include an analysis of the equipment used to carry out the day to day operations.

Status: Objective approved by Council in the 2018-2019 Internal Audit Plan

**HUMAN RESOURCES RECORDS**

To assess the processes and controls governing the maintenance of employee records, and that the employee records are complete and accurate.

Status: Objective approved by Council in the 2018-2019 Internal Audit Plan

**FORT CHIPEWYAN OPERATIONS**

To perform past audit engagements analysis and process controls for Fort Chipewyan, including: parks and recreation, fuel, animal control, non-standard inventory, cash handling, and inventory controls

Status: Objective proposed

**PROCUREMENT CARDS (#15 08 FOLLOW-UP)**

To determine if the recommendations suggested in the Procurement Card Audit (file #: 15 08) have been implemented or if the underlying risks have been mitigated.

Status: Objective proposed

**PETRO PASS**

To review the Petro Pass processes and controls that govern the cards issuance, utilization, and disposal.

Status: Objective proposed

## 2019 Consulting Engagements

*Consulting engagements are requested and completed on an as-need basis.*

### WOOD BUFFALO RECREATION SOCIETY

Perform a Financial Statement Audit on the 2018 Financial Statements of Wood Buffalo Recreation Society (WBRs).

Status: Requested by WBRs President on October 22, 2018

### NAAA OPERATING AGREEMENT

To determine if the operating funds provided to Northern Alberta Athletic Association for the years of 2013 to 2019 were spent in accordance with the basis of payment, terms, and conditions of Municipal agreements.

Status: Requested by Corporate and Community Services on October 29, 2018

## 2018 Audit Objective In-Progress 2019 Quarter One

### NON-STANDARD INVENTORY

To assess the controls governing the receipt, distribution, and use of non-standard inventory, such as gravel and concrete.

Status: In-progress quarter four 2018 with completion during quarter one 2019

### VENDOR MASTER FILE

To determine whether key controls over the vendor master file are adequately designed, implemented, and operating as intended; including a review of the changes to vendor payment information and if segregation of duties exist.

Status: In-progress quarter four 2018 with completion during quarter one 2019

### SOCIAL MEDIA

To determine if a social media policy, procedures, and processes exist within the Municipality and are working as intended.

Status: Objective Approved by Council in the 2017-2018 Audit Plan

## 2020 Proposed Audit Objectives

*Subject to alterations in the 2020 to 2021 Audit Plan*

### PAYROLL

To review the accuracy of payroll by ensuring active employees were paid the correct rate and hours. In addition, review the third-party payroll payment reconciliation process to identify efficiencies and additional controls that could be implemented (LAPP, APEX, etc.).

Status: Objective approved by Council in the 2018-2019 Internal Audit Plan and carried forward from 2018.

### MUNICIPAL TRANSIT WAREHOUSE INVENTORY

To assess the controls governing the ordering, receipt, and distribution of Municipal transit warehouse inventory; including an analysis of cycle counts, inventory turnover, security and relevance.

Status: Objective approved by Council in the 2018-2019 Internal Audit Plan and carried forward from 2019.

### INFORMATION TECHNOLOGY DISASTER RECOVERY PLAN

To assess the information technology disaster recovery plan within the Municipality and determine if it is sufficient for business continuity.

Status: Objective approved by Council in the 2018-2019 Internal Audit Plan and carried forward from 2019.

### FLEET FUEL (#17 04 FOLLOW-UP)

To determine if the recommendations suggested in the Fleet Fuel Audit (file #: 17 04) have been implemented or if the underlying risks have been mitigated.

Status: Objective proposed

**MUNICIPAL CASH HANDLING (#17 06 FOLLOW-UP)**

To determine if the recommendations suggested in the Municipal Cash Handling Audit (file #: 17 06) have been implemented or if the underlying risks have been mitigated.

Status: Objective approved by Council in the 2018-2019 Internal Audit Plan and carried forward from 2019.

**FACILITY RENTAL**

To review facilities leased by the Municipality to customers to determine if rent and utilities have been collected according to the terms and conditions of the lease agreements.

Status: Objective proposed

**Risk Matrix**

The 2019 Audit Plan was developed based on a risk ranking of the Audit Universe in combination with the immediate needs of the Municipality. The Audit Universe consists of all identified potential audits within the Municipality based on the information available. The Audit Universe was updated as at November 5, 2018.

| <b>Risk Matrix</b>        |                              |                      |                         |                      |                        |
|---------------------------|------------------------------|----------------------|-------------------------|----------------------|------------------------|
| <b>Likelihood</b>         | <b>Consequence</b>           |                      |                         |                      |                        |
|                           | <b>(1)<br/>Insignificant</b> | <b>(2)<br/>Minor</b> | <b>(3)<br/>Moderate</b> | <b>(4)<br/>Major</b> | <b>(5)<br/>Extreme</b> |
| <b>(5) Almost Certain</b> | 5                            | 10                   | 15                      | 20                   | 25                     |
| <b>(4) Likely</b>         | 4                            | 8                    | 12                      | 16                   | 20                     |
| <b>(3) Unlikely</b>       | 3                            | 6                    | 9                       | 12                   | 15                     |
| <b>(2) Rare</b>           | 2                            | 4                    | 6                       | 8                    | 10                     |
| <b>(1) Extremely Rare</b> | 1                            | 2                    | 3                       | 4                    | 5                      |

| <b>Risk Rating</b> |               | <b>Description</b>   |
|--------------------|---------------|--|
| 1 to 4             | Low Risk      | Manage by routine procedures and operations                              |
| 5 to 7             | Moderate Risk | Manage by specific monitoring or response procedures                     |
| 8 to 11            | High Risk     | Management responsibility should be specific & appropriate actions taken |
| 12 to 25           | Extreme Risk  | Immediate action required with senior management involved                |

| Likelihood Rating Table |                |   |
|-------------------------|----------------|---|
| Likelihood Rating       | Description    | Likelihood of Occurrence                                |
| 5                       | Almost Certain | Event is already occurring or expected to occur         |
| 4                       | Likely         | Event will likely occur within one or two years         |
| 3                       | Unlikely       | Event is fairly likely to happen sometime in the future |
| 2                       | Rare           | Event has a remote possibility of occurrence            |
| 1                       | Extremely Rare | Event is extremely unlikely to happen                   |

| Consequence Rating Table |        |   |
|--------------------------|--------|---|
| Consequence              | Rating | Criteria  |
| Extreme                  | 5      | <ul style="list-style-type: none"> <li>- Viability of the Municipality in question</li> <li>- Significant damage to the Municipality's credibility or integrity</li> <li>- Business interruption for more than one month</li> <li>- Loss of a whole business unit</li> </ul>            |
| Major                    | 4      | <ul style="list-style-type: none"> <li>- Event that requires major realignment of resources</li> <li>- National media or public inquiry</li> <li>- Loss of a member of senior leadership</li> <li>- Business interruption up to one month</li> </ul>                                    |
| Moderate                 | 3      | <ul style="list-style-type: none"> <li>- Wide spread media</li> <li>- \$2,000,000+ potential loss</li> <li>- Organization wide</li> </ul>   |
| Minor                    | 2      | <ul style="list-style-type: none"> <li>- Can be dealt with at a department level, however, some senior management notification is required</li> <li>- Business interruption at a project level</li> <li>- Loss of a staff member</li> <li>- Up to \$2,000,000 potential loss</li> </ul> |
| Insignificant            | 1      | <ul style="list-style-type: none"> <li>- No media attention</li> <li>- Can be dealt with at a department level, no senior management notification or involvement</li> </ul>   |

**Audit Activity Status (as at December 31, 2018)**

| File # | Audits Completed in 2018                            | Status                 |
|--------|---|------------------------|
| 18 01  | Competitive Procurement Evaluation Process          | Issued May 8/18        |
| 18 02  | Wood Buffalo Recreation Society Financial Statement | Issued March 20/18     |
| 18 03  | Indigenous Northern Affairs Canada Grant Compliance | Federal Audit          |
| 18 04  | Transit Advertising                                 | Issued August 29/18    |
| 18 05  | CUPE Vacation Accrual                               | Issued April 25/18     |
| 18 06  | Whistleblower and Human Resources Investigations    | Ongoing                |
| 18 07  | Fort McMurray Heritage Society                      | Issued May 17/18       |
| 18 08  | Procurement Card Best Practice                      | Issued June 8/18       |
| 18 09  | Parks and Recreational Areas                        | Issued December 10/18  |
| 18 10  | Transit Payroll                                     | Issued November 7/18   |
| 18 11  | Accounts Receivable Process                         | Issued September 14/18 |
| 18 13  | Indigenous and Rural Relations Financial Controls   | Issued October 18/18   |
| File # | Audits Carried into quarter 1 2019                  | Status                 |
| 18 12  | Social Media  | Reporting              |
| 18 14  | Non-Standard Bulk Inventory                         | Planning               |
| 18 15  | Vendor Master File                                  | Reporting              |
|        | Planned 2018 Audits Deferred to Future Years        | Status                 |
|        | Development Permits                                 | Deferred to 2019       |
|        | Payroll   | Deferred to 2020       |

Attachment: 1. 2019 Audit Plan (2019 to 2020 Internal Audit Plan)



## COUNCIL REPORT

Meeting Date: March 12, 2019

### **Subject: Strategic Plan Progress Report, Year-End 2018**

#### **APPROVALS:**

**Annette Antoniak**

\_\_\_\_\_  
Director

\_\_\_\_\_  
Chief Administrative Officer

#### **Recommended Motion:**

THAT the Strategic Plan Progress Report for 2018 year-end be accepted as information.

#### **Summary:**

The 2018-2021 Strategic Plan was approved by Council on January 30, 2018. Work on the four strategic priorities listed in the plan is now underway. The Strategic Plan 2018 Year-End report details the activities that have occurred for the period ending December 31, 2018.

#### **Background:**

On January 30, 2018, Council approved the Strategic Plan for 2018-2021. The Plan includes an organizational vision, mission and values, four strategic priorities, strategies/initiatives to advance those priorities as well as key performance indicators.

Directors have been identified to lead each of the strategies/initiatives, and these individuals have described milestones, implementation timelines and an associated budget. The Operating and Capital budgets approved by Council on February 27, 2018 contain the resources necessary to accomplish the activities scheduled for 2018.

Work on the strategies/initiatives listed in the Strategic Plan took place throughout the year. The year-end progress report details the activities for the period ending December 31, 2018 (Attachment 1).

The progress report lists the strategies/initiatives associated with each of the four strategic priorities, the applicable work that has occurred up to December 31, 2018, the activities planned to continue in 2019, and an indication of the status of these strategies/initiatives (i.e. if it is "on target", "delayed", or "complete"). The majority of the strategies are "on target" in that the work performed throughout 2018 is aligned with the milestones and implementation timelines established.

At the time this report was created, there were six strategies/initiatives that were noted as “delayed”:

1. 3(f): **Public Works:** The Recreation and Culture’s presentation of the 2018 Winter Games economic impact assessment and legacy funds was delayed to Q1 2019.
2. 4(a): **Communications, Stakeholder, Indigenous & Rural Relations:** Truth & Reconciliation Commission Calls to Action engagement plan is actively engaged.
3. 4(b): **Communications, Stakeholder, Indigenous & Rural Relations:** Indigenous Consultation workplace is being developed with a timeline and deliverables in Q1 of 2019.
4. 4(c): **Engineering:** the design of the rural water and sewer program in Draper
5. 4(c): **Engineering:** the construction in Anzac is delayed as the remaining work will be retendered in Q2 of 2019.
6. 4(h): **Public Works:** the placement of ‘no parking’ stickers on stop signs informing of no parking within 10 meters is planned for spring 2019 when the temperature warms.

Moving into 2019, the Senior Leadership Team set four key operational goals and these goals were shared with all leaders on January 10, 2019 during a Goal Setting session. The four key strategic priorities created the foundation for the leadership team to create the organizational goals. Listed below are the organizational goals:

#### 1. Responsible Government

Goal: We will promote a culture of continuous improvement in developing our people while being fiscally responsible

#### 2. Downtown Revitalization

Goal: We will encourage the development of the downtown and waterfront seeking public input

#### 3. Regional Economic Development

Goal: We will continue to collaborate with industry while developing new business opportunities within the region for sustainable growth

#### 4. Rural and Indigenous Communities & Partnerships

Goal: We will strengthen relationships at all levels

Throughout 2019, the Senior Leadership Team will update on the progress of the goals



as they relate to the Strategic Plan.

**Budget/Financial Implications:**

Budget implications were identified and included in the 2018 budget.

**Strategic Priorities:**

Responsible Government

**Attachments:**

**1. Strategic Plan Progress Report Oct 1 2018 - Dec 31 2018**

**Attachment 1 – Strategic Plan Progress Report, Oct 1 – Dec 31, 2018**

| NUMBER   | STRATEGY/<br>INITIATIVE     | DEPARTMENT<br>RESPONSIBLE    | PROGRESS  | NEXT STEPS  | STATUS |
|--|-----------------------------|------------------------------|---|---|--------|
| <b>Strategic Priority #1: Responsible Government</b> |                             |                              |   |   |        |
| 1a   | Fiscal Responsibility       | Finance                      | <ul style="list-style-type: none"> <li>On May 8, 2018 the 2018 – 2020 Fiscal Management Strategy was presented to Council along with the 2018 Tax Rate Bylaw. The Tax Rate Bylaw was adopted by Council.</li> </ul>   |   | ☑      |
| 1b   | Shared Services             | Finance                      | <ul style="list-style-type: none"> <li>On May 30, 2018 – the CAO announced to the organization that a Shared Services Model with RRC has been adopted for the areas of Human Resources, Communications and Safety.</li> <li>Review of shared service opportunities with Wood Buffalo Regional Library have been placed on hold.</li> <li>Wood Buffalo Economic Development Corporation accounting system setup is progressing; a temporary solution is in place while a full system is being put in place.</li> </ul>   | <ul style="list-style-type: none"> <li>Wood Buffalo Economic Development Corporation- continue with setup.</li> </ul>   | 🎯      |
| 1c   | Budgets and Financial Plans | Finance/CAO                  | <ul style="list-style-type: none"> <li>Council has been presented the Financial Performance Reports for the first three quarters of 2018.</li> <li>Council has reviewed and approved the 2019 Operating Budget and 2020 – 2023 Operating Plan.</li> </ul>   | <ul style="list-style-type: none"> <li>Financial Performance Report for the last quarter will be presented in March once the Year End Audit has been completed.</li> </ul>  | 🎯      |
| 1d   | Asset Management            | Engineering/<br>Public Works | <ul style="list-style-type: none"> <li>Public Works working in collaboration with Engineering on overarching asset management plan including data identification and process mapping for asset management implementation.</li> <li>Public Works staff met with the PM for the Draft Asset Management Plan to review and provided feedback through the PM to the consultant.</li> <li>Asset Management Plans have all been received.</li> <li>Meetings to review Asset Management plans with the operational departments have been completed.</li> <li>Received draft sections of the Strategic AM Plan, Monitoring and Improvement Plan.</li> </ul> | <ul style="list-style-type: none"> <li>Confirm and identify relevant data.</li> <li>Finalize Draft Asset Management Plan.</li> <li>Finalize the Strategic Asset Management Plan, Monitoring and Improvement Plan.</li> <li>Finalize Council Policy Report on Asset Management Policy and present report to Council March 2019.</li> </ul> | 🎯      |

 On Target
  Delayed
  Complete

| NUMBER | STRATEGY/<br>INITIATIVE                                | DEPARTMENT<br>RESPONSIBLE        | PROGRESS  | NEXT STEPS   | STATUS |
|--------|--|----------------------------------|---|--|--------|
|        |  |                                  | <ul style="list-style-type: none"> <li>• Council Policy and Administrative Procedure related to Asset Management has been reviewed by Corporate Governance.</li> <li>• Draft Report of Council Policy and Administrative Procedure on Asset Management has been completed.</li> </ul>   | <ul style="list-style-type: none"> <li>• Begin implementation stage of Asset Management Plan and coordinate with other departments on this task, expected starting date is in January 2019.</li> </ul>   |        |
| 1e     | Developing Our People                                  | Human Resources                  | <ul style="list-style-type: none"> <li>• Performance management program for exempt employees was reviewed and HR will be rolling out a new program in 2019 along with revisions to the documents.</li> <li>• An all-day Goal setting session with SLT and all leaders scheduled for January 10, 2019 whereby 2019 organizational goals will be cascaded (this includes all levels of leaders – Director, Sr Manager, Manager &amp; Acting Manager along with Shift Supervisors and Acting Shift Supervisors).</li> </ul>  | <ul style="list-style-type: none"> <li>• Cascade 2019 goals to leaders.</li> <li>• Review and redesign performance management (exempt) documentation.</li> <li>• Provide tools for all leaders to use for goal setting (including examples).</li> <li>• Identification of critical positions across organization.</li> </ul> | 🎯      |
| 1f     | Foster equality, diversity and inclusion in the region | Corporate and Community Services | <ul style="list-style-type: none"> <li>• Community Plan to End Homelessness (CPH).</li> <li>• Homelessness Initiatives Strategic Committee (HISC) have met to assess, rank and make recommendations to Council for funding in 2019/2020 fiscal year as well as two amendments to 2018/2019 approved budget.</li> <li>• Preparation for the launch of “Reaching Home: Canada’s Homeless Strategy” has commenced. Launch is expected in April 2019. Focus will be on outcomes-based approaches, implementing coordinated access and robust data collection.</li> <li>• Homeless Connect event was held in October 2018. This was a one day annual event, helping to connect homeless, near homeless and recently housed individuals to services within the community. Over 100 participants and over 40 service providers participated.</li> </ul> <p>Diversity and Inclusion</p> | <ul style="list-style-type: none"> <li>• Grand funding recommendations to be presented to Council for approval on February 12, 2019.</li> <li>• Continue to work with HISC on aligning Community Plan on Homelessness with Canada’s Homeless Strategy.</li> <li>• CPH 8 yr. update.</li> </ul>                               | 🎯      |

| NUMBER | STRATEGY/<br>INITIATIVE             | DEPARTMENT<br>RESPONSIBLE                                       | PROGRESS   | NEXT STEPS   | STATUS |
|--------|-------------------------------------|---|--|--|--------|
|        |                                     |   | <ul style="list-style-type: none"> <li>• 'I am Different because...' campaign was very successful with 500 t-shirts being issued.</li> <li>• First LGBTQ+ workshop held in December.</li> <li>• Quiet rooms planned in 6 municipal buildings.</li> <li>• Working with Poverty Reduction Network to align goals with National Poverty reduction strategy.</li> <li>• Advisory Committee on Aging (ACOA) adopted the Age Friendly Work Plan. Presentation to the Senior Leadership Team scheduled for January 2019.</li> </ul> | <ul style="list-style-type: none"> <li>• "I see you: Sawubona" project dedicated to providing an opportunity to reflect on how we see others starts February 15<sup>th</sup> for a month at MacDonald Island. The installation will then will be available to other agencies for awareness and training purposes.</li> <li>• Implementation of quiet rooms.</li> <li>• Poverty profile developed.</li> <li>• Market Basket Measure developed.</li> </ul> |        |
| 1g     | Accessibility                       | Engineering/<br>Public Works                                    | <ul style="list-style-type: none"> <li>• All rural locations evaluations completed inclusive of Fort Chipewyan. One item of note was to implement the inclusion of various community languages on wayfinding and building signage to properly recognize local vernacular.</li> </ul>   | <ul style="list-style-type: none"> <li>• Remaining urban location evaluations scheduled for completion in Q1.</li> <li>• Capital Planning will be undertaken in 2019 to address initiatives identified from the assessments.</li> <li>• Communications has been Engaged to assist facilitating with community groups and members regarding the signage recommendations.</li> </ul>   | ☉      |
| 1h     | Intergovernmental<br>Relations      | Communications,<br>Stakeholder, Indigenous<br>& Rural Relations | <ul style="list-style-type: none"> <li>• Implementing strategic tools to support intergovernmental relations.</li> <li>• Continued support of Council motions by way of correspondence to different levels of government; as an example, letters to government regarding rural broadband and Fort Chipewyan All-Weather Road.</li> </ul>   | <ul style="list-style-type: none"> <li>• Further development of tools and strategy.</li> <li>• Continued updating and support of advocacy issues.</li> </ul>   | ☉      |
| 1i     | Partnerships with<br>Social Profits | Public Works –<br>Recreation & Culture                          | <ul style="list-style-type: none"> <li>• Social Sustainability Plan Stewardship Committee has started work on developing primary goals, communications and engagement planning.</li> <li>• Updated Community Investment Program Policy approved by Council and community engagement sessions held in urban and rural areas.</li> <li>• Social Sustainability Plan was presented to Council June 26, 2018, where council adopted the plan as a guiding document. Working towards implementation with the</li> </ul>           | <ul style="list-style-type: none"> <li>• Develop workplan.</li> <li>• Presentation of CIP grant recommendations to Council for consideration and approval, January 2019.</li> <li>• Community based stewardship committee is meeting monthly</li> <li>• Stewardship committee will identify primary goals for 2019.</li> </ul>   | ☉      |

| NUMBER | STRATEGY/<br>INITIATIVE                          | DEPARTMENT<br>RESPONSIBLE   | PROGRESS  | NEXT STEPS  | STATUS  |
|--------|--|-----------------------------|---|---|---|
|        |  |                             | <p>stakeholder group/implementation team. Document has been sent through internal departments to review and incorporate into any aligned department initiatives. Ensure that the plan continues to be community driven, review and analyze feedback. Recreation and Culture Branch within Public Works was responsible for plan development process which is now completed. Neighborhood and Community Development branch within Finance is now leading implementation. A community-based stewardship committee has been formed as of October 16<sup>th</sup>. Terms of reference have been drafted and community co-chairs have been appointed.</p> <p>Neighborhood &amp; Community Development:</p> <ul style="list-style-type: none"> <li>Stewardship Committee has been formed. Key messaging has been developed. Work has started on raising awareness.</li> </ul> | <ul style="list-style-type: none"> <li>Neighborhood and Community Development Branch (Corporate &amp; Community Services) now responsible for formal implementation.</li> <li>Facilitated sessions to be arranged for the Stewardship Committee to focus on their role in the implementation and evaluation phases.</li> </ul>  |   |
| 1j     | Implement Lessons Learned (2016 Wildfire Review) | Regional Emergency Services | <ol style="list-style-type: none"> <li>Vulnerable Persons Self Registry project kick off meeting was held with community organizations; preliminary discussions for the development of community-based focus groups.</li> <li>Community Resiliency Strategy, Phase II Operationalizing Resilience project awarded.</li> <li>Business Continuity planning: Complete risk assessment for the water intake stage of the potable water service.</li> <li>Received funding approval for the 911 Back Up Centre.</li> </ol>   | <ol style="list-style-type: none"> <li>Project team to assess existing program in Sault Ste Marie in February. Development of project plan, establishment of legal framework and assessment of technological database infrastructure.</li> <li>Analyze Disaster Risk Management risk assessment and resiliency scorecard;</li> <li>Revise Admin Procedure ADM-240: Emergency Management Program.</li> <li>Investigate mitigation measures on identified risks of the intake stage of the potable water service.</li> <li>Initiate risk assessment of waste water processes.</li> <li>Determine site location for the 911 Back Up Centre;</li> <li>Initiate discussions with telecommunication service providers.</li> </ol> |    |
| 1k     | Wildfire Recovery                                | Recovery Task Force         | <ul style="list-style-type: none"> <li>Assessment of damage to municipal greenspace document was received and passed on to the GOA's consultant for their review.</li> </ul>  | <ul style="list-style-type: none"> <li>Design Build RFP for Wildfire Related Playground Area Rehabilitation is ready for tendering.</li> <li>Tender for the repairs to sidewalks, roads, and curbs is being prepared.</li> </ul>  |  |

 On Target
  Delayed
  Complete

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| NUMBER | STRATEGY/<br>INITIATIVE    | DEPARTMENT<br>RESPONSIBLE                                 | PROGRESS  | NEXT STEPS  | STATUS |
|--------|----------------------------|---|---|---|--------|
|        |                            |   | <ul style="list-style-type: none"> <li>Assessment of damage to sidewalks, roads, and curbs has been completed and is under review by the GOA's consultant.</li> <li>Work on the firebreak and trail restoration project has wrapped up for 2018 and is approximately 90% complete, tree planting will be done in 2019.</li> <li>Erosion Control project has been awarded and is in progress.</li> <li>Compensation to Firebreak homes continues with a goal of completion for May 2019.</li> <li>Hazardous tree removal is wrapping up throughout the Region.</li> <li>The rebuild of the Bike Park has been completed and is to be opened in Spring 2019.</li> <li>Survey Pins have been completed and public forum held by the Director of Surveys Office.</li> <li>Street Sign Replacement, Fencing Repairs are completed.</li> <li>Underground Services Repairs will continue into 2019.</li> </ul> | <ul style="list-style-type: none"> <li>Negotiations to occur with the Government of Alberta for funding on the damages to greenspace, sidewalks, roads, and curbs.</li> <li>Transition of staff has been completed, all projects to be transferred to internal resources.</li> <li>Focus will be on preparing tenders for all work planned for 2019.</li> </ul> |        |
| 1j     | Public Engagement Strategy | Communications, Stakeholder, Indigenous & Rural Relations | <ul style="list-style-type: none"> <li>Public Engagement Framework was on hold while communications process review implemented; ready to once again to start moving forward on this.</li> <li>Working on securing online engagement service.</li> <li>Ongoing engagements which occurred over Q4: Rural Water and Sewer Service program, egress routes in rural communities, and land use bylaw.</li> </ul>   | <ul style="list-style-type: none"> <li>Completion of Public Engagement Framework.</li> <li>Implementation of online engagement platform.</li> <li>Some forecasted engagements in Q1 2019: Downtown and Waterfront renewal, Rural Water and Sewer Service program, TRC Report, Off-Highway Vehicle Usage, and Transit.</li> </ul>                                | 🎯      |
| 1m     | Youth                      | Corporate and Community Services                          | <ul style="list-style-type: none"> <li>Expansion of MACOY to include 71 youth and 5 mentors. Working closely with Fort McKay and Anzac to include youth from rural communities.</li> </ul>  | <ul style="list-style-type: none"> <li>Program runs until May 2019 with current group. Evaluate and report back to Council by Q2 2019</li> </ul>  | 🎯      |

| NUMBER  | STRATEGY/<br>INITIATIVE               | DEPARTMENT<br>RESPONSIBLE | PROGRESS  | NEXT STEPS   | STATUS |
|---|---------------------------------------|---------------------------|---|--|--------|
| 1n  | Whistleblower Initiative              | Human Resources           |   | <ul style="list-style-type: none"> <li>Completed</li> </ul>  | ✓      |
| <b>Strategic Priority #2: Downtown Revitalization</b> |                                       |                           |   |  |        |
| 2a  | Encourage Development in the Downtown | Planning & Development    | <ul style="list-style-type: none"> <li>Review Committee is reviewing proponent submission for the SEC lands RFP.</li> <li>Facilitating permits for downtown development.</li> <li>WBEDC Working with 2 potential investors on downtown sites.</li> <li>WBEDC Developing a Small Business Incubator business plan for revitalization of an existing downtown building.</li> </ul>  | <ul style="list-style-type: none"> <li>If proposal is deemed satisfactory, award contract and enter into negotiations with the Proponent.</li> <li>Continue managing permits in the downtown and guide applicants through the permit review process. Negotiate with developers to reach a mutually agreeable development proposal.</li> <li>WBEDC continuing to work with investors and encourage further interest.</li> <li>By end of Q1, WBEDC to present Small Business Incubator concept to Wood Buffalo Regional Innovation Network.</li> </ul> | ⊙      |
| 2b  | Establish Municipal Land Inventory    | Planning & Development    |   | <ul style="list-style-type: none"> <li>Land Administration has completed and submitted SLT.</li> </ul>   | ✓      |
| 2c  | Incentives to Update Store Fronts     | Planning & Development    | <ul style="list-style-type: none"> <li>Prepared an Incentives report to research possible incentives available for use. Researched approaches taken by mid and large-sized cities throughout Canada.</li> </ul>   | <ul style="list-style-type: none"> <li>Determine which incentives are best suited to fit Council's goals. Design a framework that provides a breakdown and description of the suite of incentives. Explore approaches for how best to offer the incentives to developers.</li> <li>WBEDC to contribute and support initiative moving forward.</li> </ul>   | ⊙      |
| 2d  | Clear Land Use Plans and Regulations  | Planning & Development    | <ul style="list-style-type: none"> <li>Brought forward Land Use Bylaw amendments to better regulate project accommodations. Approved by Council.</li> <li>Brought forward amendments to cannabis regulations in an effort to provide clarity to the existing regulations in the Smoke Free Bylaw, and allow cannabis retail stores and production facilities in additional Land Use Bylaw districts.</li> <li>Working with consultant to draft the parking and signage regulations for the Land Use Bylaw.</li> </ul> | <ul style="list-style-type: none"> <li>Monitor effectiveness of regulations and bring forward further amendments if necessary.</li> <li>Bring forward additional refinements to cannabis regulations as Council deems necessary.</li> <li>Bring forward (via Finance) an increased application fee for project accommodations.</li> <li>Develop draft Land Use Bylaw for review.</li> </ul>  | ⊙      |



| NUMBER  | STRATEGY/<br>INITIATIVE                            | DEPARTMENT<br>RESPONSIBLE        | PROGRESS   | NEXT STEPS   | STATUS |
|---|--|----------------------------------|--|--|--------|
| 2e  | Riverfront Master Planning & Revitalization        | Planning & Development           | <ul style="list-style-type: none"> <li>Brought forward proposal to re-district municipal lands along the Snye and Clearwater River to Parks &amp; Recreation City Centre district. Council approved.</li> <li>Supporting Public Works and Engineering in the upgrading of a riverfront trail along the Clearwater River.</li> <li>WBEDC Exploring opportunities to contribute during the Corporation's start up stage.</li> </ul>  | <ul style="list-style-type: none"> <li>Land Administration to explore the purchase of remaining Imperial Oil and Suncor lots. Contamination issues.</li> <li>Collaborate with Public Works on development of a waterfront master plan.</li> <li>WBEDC to Continue to contribute and support Downtown Waterfront Development moving forward.</li> </ul>   | 🎯      |
| 2f  | Review Municipal Development Plan                  | Planning & Development           | <ul style="list-style-type: none"> <li>Work plan for the MDP has been created and a project charter drafted. Consulting fees have been budgeted in 2019 to gain professional assistance in drafting the plan.</li> </ul>   | <ul style="list-style-type: none"> <li>Gain approval of project charter and work plan and begin scoping out sections of the work in finer detail, taking into consideration available project management resources.</li> <li>Work with Procurement to post RFPs soliciting consultant assistance.</li> <li>WBEDC to contribute and support initiative moving forward.</li> </ul>   | 🎯      |
| 2g  | Aging in Place Facility                            | Corporate and Community Services | <ul style="list-style-type: none"> <li>Continuing Care facility is on track for AHS to move in by Spring 2020. Commissioning agent is Stantec.</li> <li>WBHDC have hired a consultant to assist with developing community housing profiles outlining key housing indicators. WBHDC will prepare a capital project submission, by June 2019, to the Province for the 'Aging in Place' facility.</li> </ul>  | <ul style="list-style-type: none"> <li>Results of WBHDC needs assessment released.</li> <li>WBHDC capital submission to Provincial government.</li> </ul>  | 🎯      |
| <b>Strategic Priority #3: Regional Economic Development</b> |  |                                  |  |  |        |
| 3a  | Work with Industry and Suppliers – Fly In, Fly Out | Planning & Development           | <ul style="list-style-type: none"> <li>Prepared list of stakeholders to inform future discussions.</li> <li>Prepared detailed statistics and mapping portraying the characteristics and distribution of work camps.</li> <li>The Wood Buffalo Development Corporation (WBEDC) has hired a full time CEO effective January 7, 2019.</li> </ul> <p>Implementation of the Corporation's mandate will contribute to improved Quality of Life, influencing people's decisions on staying or moving to the RWMB, part of this mandate includes regional brand and image.</p> | <ul style="list-style-type: none"> <li>Support ongoing conversations by providing additional information as requested by Council.</li> <li>WBEDC initiatives will be pursued around Brand &amp; Reputation, Trade &amp; Investment, Tourism &amp; Events, and StartUps and ScaleUps in 2019.</li> <li>WBEDC to complete grassroots community brand &amp; story research by end of Q1.</li> <li>WBEDC to create the Economic Development Strategic Plan by Q4.</li> </ul> | 🎯      |

🎯 On Target    ⌚ Delayed    ☒ Complete

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5.3.a



| NUMBER  | STRATEGY/<br>INITIATIVE  | DEPARTMENT<br>RESPONSIBLE                          | PROGRESS  | NEXT STEPS   | STATUS |
|---------|--|--|---|--|--------|
| 3b      | Business Attraction<br>and Incentives                                | Planning & Development                             | <ul style="list-style-type: none"> <li>Two WBEDC staff will be attending the International Council of Shopping Centers conference in Whistler, BC in January to network with prospective investors including retailers to send the message that Fort McMurray and Wood Buffalo are business ready. In addition, the goal is to entice retailers, developers, or real estate firms to visit Fort McMurray for a tour, showcasing the investment opportunities here. The conference will also be a lessons-learned on how to better engage with the audience in 2020 (e.g., do we host a booth in the tradeshow area).</li> <li>Actively working with 4 potential investors.</li> </ul> | <ul style="list-style-type: none"> <li>In Q1, Connect with new contacts from ICSC and arrange for follow up in Fort McMurray, further expanding on the investment opportunities and Confirm list of real estate forums and tradeshow the Corporation will attend in 2020.</li> <li>By end of Q2, Structure Trade &amp; Investment Plan for 2020.</li> <li>By end of Q3, Develop Trade &amp; Investment Materials for Target Markets.</li> <li>By end of Q4, Achieve New Economic Impact of \$4.5 million.</li> </ul> | 🕒      |
| 3c      | Small Business<br>Incubator  | Planning & Development                             | <ul style="list-style-type: none"> <li>Completed the Wood Buffalo Regional Innovation Network Strategic Plan Q4 2018 in collaboration with Keyano College.</li> <li>Initial concept document underway for creation of Small Business Incubator.</li> </ul>  | <ul style="list-style-type: none"> <li>By end of Q1, Approve WBRIN membership and funding to support operations.</li> <li>By end of Q1, present Small Business Incubator concept to Wood Buffalo Regional Innovation Network.</li> <li>By end of Q3, Commence space activation plan for targeted location.</li> <li>By end of Q3, Launch Stakeholder engagement.</li> <li>By end of Q4, Oversee the achievement of new \$1.0 million.</li> </ul>   | 🕒      |
| 3d & 3e | Economic<br>Gardening and Pop<br>Up Stores<br><br>Shop Local Program | Economic Development<br><br>Planning & Development | <ul style="list-style-type: none"> <li>"Vocal About Local" campaign launched by the Strategic Communications and Economic Development team in November 2018. The initial launch focused on a shop local campaign during the holiday season. This launch involved collaboration with several community partners, including during the annual "Moonlight Madness" event featuring local small businesses.</li> <li>Partnered with Economic Development, Chamber of Commerce and local businesses to develop a "Shop local" themed tree for the 2018 Festival of Trees.</li> </ul>   | <ul style="list-style-type: none"> <li>Ongoing communication campaigns involving local businesses, including the "21 Days to Make a Habit" promotion.</li> </ul>   | 🕒      |
| 3f      | Support Arts and<br>Culture  | Public Works –<br>Recreation & Culture             | 2018 Winter Games Successfully Hosted<br><ul style="list-style-type: none"> <li>Economic Impact assessment completed.</li> </ul>  | 2018 Winter Games Successfully Hosted<br><ul style="list-style-type: none"> <li>Economic Impact Assessment and Legacy funds to be presented in Q1 2019.</li> </ul>   | 🕒      |

🕒 On Target    🕒 Delayed    ☒ Complete

| NUMBER   | STRATEGY/<br>INITIATIVE | DEPARTMENT<br>RESPONSIBLE | PROGRESS   | NEXT STEPS   | STATUS |
|--|-------------------------|---------------------------|--|--|--------|
|  |                         |                           | <ul style="list-style-type: none"> <li>• Presentation to Council in November-December 2018 delayed.</li> </ul>   |  |        |
|  |                         |                           | <p><i>Wood Buffalo Regional Arts &amp; Culture Master Plan</i></p> <ul style="list-style-type: none"> <li>• Public Engagement completed.</li> <li>• Re-titled <i>Wood Buffalo Culture Plan</i>.</li> <li>• First draft of the plan vetted through internal stakeholders and Community Advisory Committee.</li> <li>• A total of \$5,000 budgeted in 2019 to support implementation.</li> </ul> | <p><i>Wood Buffalo Regional Arts &amp; Culture Master Plan</i></p> <ul style="list-style-type: none"> <li>• Edit, update and revise the plan as required with key stakeholders to finalize contents.</li> <li>• On schedule to present to Mayor and Council Q1 2019 for adoption of the plan.</li> </ul>   | 🕒      |
|  |                         |                           | <p><i>Comprehensive Multi-year public art plan and implementation guide</i></p> <ul style="list-style-type: none"> <li>• RFP posted December 2018 and closing January 24, 2019.</li> <li>• A total of \$85,000 budgeted to support the development of the Plan.</li> </ul>   | <p><i>Comprehensive Multi-year public art plan and implementation guide</i></p> <ul style="list-style-type: none"> <li>• Review and evaluation of proponents received through RFP process.</li> <li>• Hire Consultant to work with internal stakeholders and Public Art Committee to initiate the development of the plan.</li> <li>• Adoption of the plan by the public Art Committee and council by Q4, 2019.</li> </ul> | 🕒      |
|  |                         |                           | <p><i>Artist in Residency Successful Completion for 2018</i></p> <ul style="list-style-type: none"> <li>• Annual Program completed for 2018.</li> <li>• Initiation of plan transfer to Arts Council Wood Buffalo.</li> </ul>   | <p><i>Artist in Residency Successful Completion for 2018</i></p> <ul style="list-style-type: none"> <li>• Arts Council Wood Buffalo lead the program, commencing in 2019.</li> </ul>   | 🕒      |
|  |                         |                           | <p><i>Street Banner Program successfully implemented in Spring and Summer.</i></p> <ul style="list-style-type: none"> <li>• Successfully implemented spring and summer program.</li> </ul>   | <p><i>Street Banner Program successfully implemented in Spring and Summer</i></p> <ul style="list-style-type: none"> <li>• Benchmark the installation process to evaluate one installation per year and continue to work closely with Operations/Roads.</li> <li>• Budgeted approximately \$27,150 for 2019.</li> </ul>  | 🕒      |
|  |                         |                           | <p><i>Artist in Motion successfully completed two showcases at McMurray Experience for 2018</i></p> <ul style="list-style-type: none"> <li>• Annual Program completed for 2018.</li> </ul>   | <p><i>Artist in Motion</i></p> <ul style="list-style-type: none"> <li>• 2019 costs associated with staff time only to support program.</li> <li>• Initiated Lunch and Learn component.</li> <li>• Working on a revised Communications plan.</li> </ul>   | 🕒      |
| Strategic Priority #4: Rural and Indigenous Communities and Partnerships |                         |                           |  |  |        |

| NUMBER | STRATEGY/<br>INITIATIVE                  | DEPARTMENT<br>RESPONSIBLE                                       | PROGRESS   | NEXT STEPS  | STATUS |
|--------|--|---|--|---|--------|
| 4a     | Truth and Reconciliation Calls to Action | Communications, Stakeholder, Indigenous & Rural Relations – IRR | <ul style="list-style-type: none"> <li>Established new timelines for Municipal Response to TRC Calls to Action report.</li> <li>Development of communications and engagement plan for Indigenous partners on draft Municipal Response to TRC Calls to Action.</li> </ul>   | <ul style="list-style-type: none"> <li>Finalizing communications and engagement plan for going out to Indigenous partners.</li> <li>Engaging Indigenous partners on draft Municipal Response to TRC Calls to Action report in Q1/Q2 2019.</li> <li>Incorporating feedback from engagement sessions into draft report.</li> </ul>  |        |
| 4b     | Indigenous Consultation                  | Communications, Stakeholder, Indigenous & Rural Relations – IRR | <ul style="list-style-type: none"> <li>Scope development completed.</li> <li>Preliminary discussions with consultant.</li> <li>Awaiting project budget information.</li> </ul>   | <ul style="list-style-type: none"> <li>Work plan from consultant with timelines and deliverables in Q1.</li> </ul>  |        |
| 4c     | Delivery of Water and Sewer Servicing    | Engineering   | <p>Design and Construction for Rural Water and Sewer Servicing Program is taking place simultaneously. The work in each community is divided into various contracts.</p> <p><b>A) Progress Update – Design:</b></p> <ul style="list-style-type: none"> <li><b>ANZAC:</b> <ul style="list-style-type: none"> <li>Lift Station design 100% complete.</li> <li>Service connection design is at 30% (this is the conceptual part).</li> </ul> </li> <li><b>CONKLIN:</b> <ul style="list-style-type: none"> <li>Design for Water and Sewer Installation on Christina Lake Dr. and Father Mercredi Tr. and 2 packaged Lift Stations is now at 70%.               <ul style="list-style-type: none"> <li>These designs will be completed in Q1 2019.</li> </ul> </li> <li>Construction for these designs is 2020.</li> <li>Service connection design is at 20% (this is the conceptual part).</li> </ul> </li> <li><b>DRAPER (Delayed):</b> <ul style="list-style-type: none"> <li>Road Design 90% complete.</li> <li>3.7km is ready for tender.</li> <li>Balance of road depends on sewer and water decision which is related to slope stability.</li> <li>Water &amp; Sewer still at 50% complete.</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Follow-up on Draper Community Engagement.</li> <li>Assessment of project/program risks to continue.</li> <li>Service Connections Pricing Survey               <ul style="list-style-type: none"> <li>Planning to visit every lot.</li> <li>Creating the team to do this survey with involvement from consultants and contractors.</li> </ul> </li> <li>Draper               <ul style="list-style-type: none"> <li>Looking at construction of 3.7 km of road and Garden Lane.</li> <li>Asking consultant for the cost and schedule impact of installing full pressure line along the 3.7 km length.</li> </ul> </li> <li>Bylaw               <ul style="list-style-type: none"> <li>Working with legal team to develop bylaw as required.</li> </ul> </li> </ul> |        |




| NUMBER | STRATEGY/<br>INITIATIVE | DEPARTMENT<br>RESPONSIBLE | PROGRESS  | NEXT STEPS   | STATUS |
|--------|-------------------------|---------------------------|---|--|--------|
|        |                         |                           | <ul style="list-style-type: none"> <li>Service connection design is at 50% (this refers to the concept and some of the 'on-lot' design such as tanks and pumps, but not the runs from house to road).</li> <li>Community Engagement on October 17.</li> <li><b>GREGOIRE LAKE ESTATE (GLE):</b> <ul style="list-style-type: none"> <li>Acquisition of private land is now complete.</li> <li>Design for Force Main GLE to Anzac- in South Utility Corridor (SUC) is at 60% complete, because tree clearing needed before design can continue.</li> <li>Service Connection Design is at 30% (this is the conceptual part).</li> <li>Community engagement (with Anzac) October 17.</li> </ul> </li> <li><b>JANVIER:</b> <ul style="list-style-type: none"> <li>Design for Janvier Lagoon and outfall pipe is now at 90% complete and waiting for AEP approval to build a new lagoon.</li> <li>Service connection design is at 50% (this is the conceptual part).</li> <li>Community engagement on October 29.</li> </ul> </li> <li><b>SAPRAE CREEK:</b> <ul style="list-style-type: none"> <li>Lift Station design is now being reviewed before tender.</li> <li>Service connection design is at 70%.</li> <li>Community Engagement October 24.</li> </ul> </li> </ul> |  |        |
|        |                         |                           | <p><b>B) Progress Update – Construction:</b></p> <ul style="list-style-type: none"> <li><b>ANZAC:</b> <ul style="list-style-type: none"> <li>ANC Contract #1: Lift Stations – SCM is in the process of awarding the contract to the successful bidder.</li> <li>ANC Contract #2: Construction of water and sewer up to the property line along with road reconstruction – delayed, remaining scope of work will be retendered Q2-2019.</li> </ul> </li> <li><b>CONKLIN:</b> <ul style="list-style-type: none"> <li>CLN Contract #1: Sanitary Sewer on Northland Drive - Completed.</li> </ul> </li> </ul>   | <ul style="list-style-type: none"> <li>To start construction after contract execution.</li> <li>Remaining scope of work will be re-written and retendered.</li> <li>To complete deficiencies.</li> </ul> |        |

| NUMBER | STRATEGY/<br>INITIATIVE | DEPARTMENT<br>RESPONSIBLE | PROGRESS   | NEXT STEPS   | STATUS |
|--------|-------------------------|---------------------------|--|--|--------|
|        |                         |                           | <ul style="list-style-type: none"> <li>o CLN Contract #2: Construction on Two Lift Stations – delayed, 98% complete. Contractor submitted for substantial completion, currently under review.</li> <li>o CLN Contract #3: Construction of water and sewer up to property line along with road reconstruction on Pine Lane and Poplar Dr. – in progress with completion date Nov 2020.</li> <li>• <b>JANVIER:</b> <ul style="list-style-type: none"> <li>o Janvier Contract #1: Construction of water and sewer up to the property line along with road reconstruction – in progress and will be completed by July 2019.</li> <li>o Janvier Contract #2: Its design is 60% complete.</li> </ul> </li> <li>• <b>GREGOIRE LAKE ESTATE (GLE):</b> <ul style="list-style-type: none"> <li>o GLE Contract #1: Construction of water and sewer up to the property line along with road reconstruction, construction in progress; bottom lift on all roads completed, scheduled to be completed by Oct 2019.</li> <li>o GLE Contract #2: Construction of water reservoir, pumphouse and lift station, construction in progress; scheduled to be completed by Oct 2019.</li> <li>o Contract #3: Construction of force-main from GLE to Anzac – Tree clearing tendered in Dec 2018 and awarded.</li> <li>o Contract 4: force-main GLE to Anzac – planned for summer 2019.</li> </ul> </li> <li>• <b>SAPRAE CREEK ESTATES (SCE):</b> <ul style="list-style-type: none"> <li>o Contract #1: Construction of water and sewer up to the property line along with road reconstruction started and will be completed by Dec 2019.</li> <li>o Contract #2: Construction of force-main and gravity main from SCE to Airport Sanitary System - the contract is awarded, construction in progress.</li> <li>o Contract #3 – Lift Station: Tender is planned for Dec 2018 and construction to start by March 2019 to Nov 2019.</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• To complete construction.</li> <li>• To complete the remaining construction.</li> <li>• To complete the design and get AEP approvals before construction.</li> <li>• Complete top lift paving and address the seasonal deficiencies in spring/summer 2019.</li> <li>• Continue construction.</li> <li>• Complete the tree clearing and tender the force main in 2019.</li> <li>• To continue construction and complete the remaining work.</li> <li>• Final design under review.</li> </ul> |        |



| NUMBER | STRATEGY/<br>INITIATIVE                             | DEPARTMENT<br>RESPONSIBLE                                       | PROGRESS   | NEXT STEPS   | STATUS |
|--------|---|---|--|--|--------|
| 4d     | Amalgamation<br>Review                              | Communications,<br>Stakeholder, Indigenous<br>& Rural Relations | <ul style="list-style-type: none"> <li>• Scope development completed.</li> <li>• RFP out to public tender.</li> </ul>  | <ul style="list-style-type: none"> <li>• Evaluation of proponent submissions and consensus meeting in Q1 of 2019.</li> <li>• Successful proponent to begin workplan in Q1 of 2019.</li> <li>• Initial engagement with identified stakeholders to be completed by end of Q2 2019.</li> <li>• All draft versions of reports are completed by end of Q4 2019.</li> <li>• Final engagement with stakeholders and presentation to Council complete by Q1 2020.</li> </ul> | 🕒      |
| 4e     | Emergency<br>Management                             | Regional Emergency<br>Services                                  | <ul style="list-style-type: none"> <li>• Community Emergency Management Program Plans and Guides for Janvier, Fort McKay, Fort Chipewyan are 95% complete.</li> </ul>  | <ul style="list-style-type: none"> <li>• Finalization of each community plan.</li> <li>• Meet with rural community leadership, fire departments and internal stakeholders to socialize the plan in Q1 2019.</li> <li>• Conduct tabletop exercises with each community with a means to operationalize the plan throughout 2019.</li> </ul>  | 🕒      |
| 4f     | Inclusion and<br>Partnerships (Rural<br>Coalition)  | Communications,<br>Stakeholder, Indigenous<br>& Rural Relations | <ul style="list-style-type: none"> <li>• Revising Rural Newsletter procedures.</li> <li>• Held grand opening of the Conklin Multiplex on October 20, 2018.</li> <li>• Held Council meeting in Anzac (with focus on Anzac Community Hall) and grand opening of Anzac Fire Hall on October 20, 2018.</li> <li>• Rural Coalition and correspondence to discuss areas of interest, Rural Advisory Committee, and Amalgamation Review.</li> </ul> | <ul style="list-style-type: none"> <li>• Completion of procedure for Rural Newsletters.</li> <li>• Support the establishment of Rural and Indigenous Advisory Committee.</li> <li>• Continue to support the RRC in the transition of recreational programs at the Multi-Plex in Conklin.</li> </ul>  | 🕒      |
| 4g     | Advocate for Rural<br>and Indigenous<br>communities | Communications,<br>Stakeholder, Indigenous<br>& Rural Relations | <ul style="list-style-type: none"> <li>• Ongoing updating of intergovernmental advocacy issue document, which captures rural area concerns to speak to other levels of government.</li> <li>• Written correspondence to Provincial and Federal governments to support rural broadband initiatives and to explore all-weather road from Fort McMurray to Fort Chipewyan.</li> </ul>   | <ul style="list-style-type: none"> <li>• Continued updating of advocacy issue document, which captures rural area concerns to speak to other levels of government.</li> </ul>  | 🕒      |

 On Target
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  Complete

| NUMBER | STRATEGY/<br>INITIATIVE    | DEPARTMENT<br>RESPONSIBLE    | PROGRESS  | NEXT STEPS   | STATUS  |
|--------|----------------------------|------------------------------|---|--|---|
| 4h     | Transportation<br>Strategy | Public Works/<br>Engineering | <ul style="list-style-type: none"> <li>Supported CAO, SLT and Council with briefing notes and advocacy issue document ahead of meetings with government officials at RMA convention November 2018.</li> <li>Public Works to place stickers on stop signs informing of no parking within 10 metres.</li> <li>Change 1 hour to 2 hour parking signage in front of Jubilee Building as well as MacDonald Street.</li> <li>Bus Bay Turnout contract awarded.</li> <li>Bus Barn Construction underway.</li> <li>90% completion of the preliminary engineering work of the egress routes in rural communities.</li> <li>Completed the Clearwater Drive construction between Riedel and Morrison Street. The road is open for traffic.</li> <li>On-Street Parking Study report was presented to Council and it was approved. Engineering is in the process of implementing the recommendations of the report with other departments.</li> <li>80% completion of land acquisition for Saline Creek Parkway Secondary Egress Road.</li> <li>Construction contract of the Bus Bay Turnout has been awarded 2018.</li> <li>Construction of Transit Facility is in progress. Contract has been awarded.</li> <li>Transit Facility – Construction in progress.</li> <li>East Clearwater Highway, GOA engaged a consultant to complete a survey, tabulate results and provide a formal report and analysis to RMWB regarding the scope of work for the benefits Analysis of ECH.</li> <li>Overpass on Hardin Street and Highway 63 initiated a study to evaluate the feasibility of this project including four-</li> </ul> | <ul style="list-style-type: none"> <li>Was not installed due to colder temperatures late 2018. Planned for Spring of 2019.</li> <li>No further action required.</li> <li>Construction this spring.</li> <li>Complete Fall 2019.</li> <li>Complete the report in March 2019 and start the land acquisition and detailed design.</li> <li>Clearwater Drive start the detailed design of phase 3 between Riedel and Franklin Avenue.</li> <li>On-Street Parking Study formal bylaw changes to be implemented. Once bylaw changes have been implemented, Public Works to facilitate installation of signage, preventing parking on one side of the congested residential streets in alignment with approved bylaws.</li> <li>Saline Creek Parkway, start the detailed design in 2019.</li> <li>Bus Bay, start construction in 2019.</li> <li>Transit Facility, complete construction in 2019.</li> <li>East Clearwater Highway, the survey is to be launched and is scheduled for completion in 2019.</li> <li>Overpass on Hardin Street and Highway, retain a consulting engineering firm to complete the feasibility study in 2019.</li> </ul> | <br><br> |

 On Target
  Delayed
  Complete

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|--------|---|------------------------------|---|---|--------|
| 4i     | Rural Operational<br>Efficiencies & Cost<br>Savings | Public Works/<br>Engineering | <p>laning of Morrison Street east of Franklin Avenue. Seven proposals were received to complete this study.</p> <ul style="list-style-type: none"> <li>• Successfully merged Environmental Services with Public Works and created Rural Operations Team reporting out of Anzac including personnel from roads, environment and parks.</li> <li>• RFP for Risk Assessment of Environmental Services Branch drafted and posted on Alberta Purchasing Connection (APC).</li> </ul> | <ul style="list-style-type: none"> <li>• Continue to explore opportunities for efficient delivery of core services, while ensuring fiscal responsibility.</li> <li>• RFP Posted and closes end of January – Work will begin February 2019.</li> </ul> | 🎯      |



## COUNCIL REPORT

Meeting Date: March 12, 2019

**Subject: AUMA Request - Resource Communities of Canada Coalition**

**APPROVALS:**

**Annette Antoniak**

\_\_\_\_\_  
Director

\_\_\_\_\_  
Chief Administrative Officer

### **Recommended Motion:**

THAT the Regional Municipality of Wood Buffalo support the Resource Communities of Canada Coalition.

### **Summary and Background:**

Resource development is essential for the future of Canadian municipalities and as such, there needs to be a coordinated approach to:

- advocate for a responsible resource industry;
- ensure municipal perspectives are being heard on issues impacting resource development; and
- share factual information regarding resource development interests.

The Alberta Urban Municipalities Association (AUMA) and other municipal associations across Western Canada have created the Resource Communities of Canada Coalition to facilitate a structure and coordinated approach to represent municipal resource development interests across the country. In order to amplify one municipal voice for responsible resource development, municipalities are asked to support the Coalition.

### **Rationale for Recommendation:**

The Canadian resource industry is the backbone of our economy and is key to Canada's future prosperity. Whether directly or indirectly, all Canadian communities are impacted by the associated economic benefits of this industry.

### **Strategic Priorities:**

Responsible Government

### **Attachments:**

#### **1. Originating request from AUMA President**

**From:** President <[President@auma.ca](mailto:President@auma.ca)>

**Sent:** February 28, 2019 08:58

**Subject:** Amplify Our Municipal Voice For Responsible Resource Development

Hello municipal colleagues,

Earlier this month, I met with our sister municipal associations across Western Canada to discuss forming a **Resource Communities of Canada** Coalition. We agreed there is a need to coordinate our Canadian municipal voice to:

- Advocate for a responsible resource industry.
- Ensure municipal perspectives are being heard on issues impacting resource development.
- Share factual information regarding resource development interests.

I invite you all to become involved in this movement. The Canadian resource industry is the backbone of our economy and is key to Canada's future prosperity. Whether you are a summer village or a large urban center, there are direct and indirect economic benefits that will impact your community. I ask that you pass a motion at your next Council meeting to support the Resource Communities of Canada Coalition to ensure our municipal voice is heard. I have attached a motion template for you to use.

Our first three major activities are:

### 1. **Education Campaign at FCM Conference in Quebec**

We want to enhance the support of energy infrastructure projects by educating elected officials and the public about the benefits of the resource and energy industry at the FCM Conference. We are currently working with a group of experts to solidify the messages and approach for the educational campaign. Stay tuned in the coming weeks for more information on the campaign and how you can get involved.

### 2. **Bill C-69 Advocacy**

Although many people have termed Bill C-69 as the "pipeline" bill, we very are concerned that the proposed amendments to Bill C-69 will have a significant impact on municipalities, such as:

- Directly impacting municipal land-use planning, construction and maintenance of infrastructure.
- More municipal infrastructure projects falling under federal review.
- Additional financial and administrative costs being added to municipal operations.



I met with a group of independent Canadian senators on February 1st to discuss Bill C-69. This was important because the Canadian Senators can propose amendments before the House of Commons votes on the bill, likely during this session of parliament. We have also requested another meeting with the Senators in the near future.

### 3. Formally Establish the Resource Communities of Canada

Although activities are already underway, we do want to formalize our group with a detailed terms of reference. We will be focusing on this after the educational campaign at the FCM Conference.

There is great power in a structured and coordinated approach to represent municipal resource development interests across the country.

Please support the Resource Communities of Canada to ensure our municipal perspectives are heard by passing a motion at your next council meeting. Please let me know if your council passed the motion or if you have any questions by emailing [president@auma.ca](mailto:president@auma.ca).

Best regards,

**Barry Morishita** | President  
Mayor, City of Brooks

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C: 403.363.9224 | [president@auma.ca](mailto:president@auma.ca)

Alberta Municipal Place | 300 8616-51 Ave Edmonton, AB T6E 6E6



Toll Free: 310-AUMA | [www.auma.ca](http://www.auma.ca)



Report Number: (Report Number)

Meeting: (Meeting Name)

Meeting Date: (Date)

#### NOTICE OF MOTION

RE: (Name of Municipality) Joining the Resource Communities of Canada Coalition

Sponsoring Councillor: (Name of Councillor)

WHEREAS responsible resource development is essential for the future of Canadian municipalities.

WHEREAS there is a need to coordinate the Canadian municipal voice to:

1. Advocate for a responsible resource industry.
2. Ensure municipal perspectives are being heard on issues impacting resource development.
3. Share factual information regarding resource development interests.

WHEREAS the Alberta Urban Municipalities Association (AUMA) and other municipal associations across Western Canada have created a Resource Communities of Canada Coalition to facilitate a coordinated approach to represent municipal resource development interests across the country.

WHEREAS the Alberta Urban Municipalities Association (AUMA) and other municipal associations across Western Canada are asking municipalities to support the Resource Communities of Canada Coalition.

NOW THEREFORE BE IT RESOLVED THAT COUNCIL:

Approve (Name of Municipality) to support the Resource Communities of Canada Coalition.